

Sales Management

THE MAGAZINE OF MARKETING

Now for the first time—all metro areas
WHO GETS WHAT INCOME AND WHERE

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Experts Pick Best Test Markets
by Regions and Population Groups

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Markets as People!

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FIFTY CENTS

NOV • 10 • 1953

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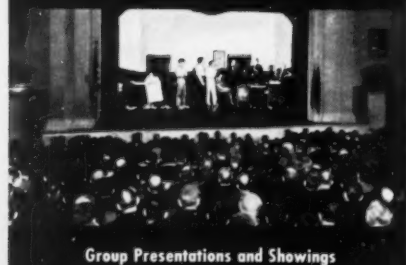
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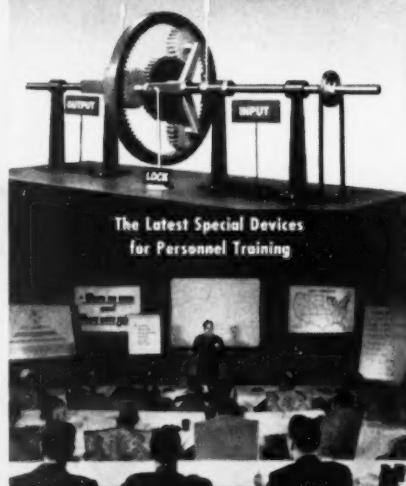
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IN NEW YORK IT TAKES

... and only the Journal-American delivers this complete sales package

all 3

1 SALES CONTROL OF THE NEW YORK MARKET



THIS is New York... a hundred different markets in one, a huge complex pattern of sales areas.

One basic requisite for success in New York is thorough knowledge of the market. Block by block, the Journal-American's Sales Control Manual provides the necessary localized working data that lead to volume sales.

2 POINT-OF-PURCHASE MERCHANDISING



TODAY your product must get as much dealer cooperation as possible.

A fully trained staff of Journal-American field men will build displays and secure valuable shelf positions for your product; interest non-stocking retailers; report on brand popularity, dealer attitudes and other information.

3 LARGEST HOME-GOING CIRCULATION



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AN AMERICAN LEADER IN THE NEWS BUSINESS

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

NOVEMBER 10, 1953

DATES FOR SALE

For the progressive sales executive who wants to know what conventions and trade shows are pending for his and related industries, there's nothing finer—or more complete than **SALES MEETINGS** Directory of coming events. Those **SALES MANAGEMENT** subscribers already using it tell us they wouldn't be without it. We think you'll find it valuable, too. Send for your copy today. It's covered by a money-back guarantee if you're not completely satisfied.

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Sales Management

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Sell your product

1000
times a day

with Imprinted
LISTO
MARKING PENCIL

SELLING THE GROCERY TRADE?

Everyone in the grocery trade knows and uses Listo! Thousands of markets from super markets to small stores use Listo to price everything in their stock. Make their pricing time your selling time with Imprinted Listo Pencils.

Writes on Everything

SELLING THE HARDWARE FIELD?

Listo writes on everything! Glass, metal, wood, paper, cellophane—to name a few. Hardware dealers depend on Listo for marking all their merchandise. Give them the premium they'll use... Imprinted Listos!

Writes on Everything

SELLING THE DRUG MARKET?

Cosmetics, sundries and proprietaries are just a few of the many surfaces for Listo's clear, easy-to-read prices. For less than 25¢ your sales message will be read 1000 times a day... for months, with Imprinted Listos!

Writes on Everything

EXTRA HEAVY LEADS THAT WON'T BREAK OR FALL OUT

Only Listo has the patented "Grip-Type Sleeve" which prevents breakage, keeps leads from falling out.

IN 6 COLORS

BLACK GREEN BLUE
BROWN RED YELLOW

© 1952

LISTO PENCIL CORPORATION
Dept. SM 1925 Union Street
Alameda, California

Gentlemen:

Please send me full details on how we can put Listo Imprinted Marking Pencils to work for us.

NAME _____

COMPANY _____

ADDRESS _____

CITY _____

STATE _____

Here's an ad— now don't bother me!

A small mid-western manufacturer believed the only way to sell his loaders was to make friends and influence people, mostly through parties—give and go.



But advertise? Ten thousand times, "No!"



He resisted our sales blandishments for two years. He'd be resisting yet if he hadn't made the mistake of tossing us a small contract just to wash us out of his hair.

"We'll test," he said aloud.

To himself he may have mused, "Perhaps we won't unload any loaders, but we'll sure get rid of a persistent space rep."



Two days after his first ad appeared we got a 10-word wire: "Well I'll be damned.

You sold a loader in Carolina."



We've been selling for him ever since. He's trying to make up for the sales he missed during "pre-test" years. Our name? Mechanization, Inc. We publish four publications, covering coal from earth to hearth. For producers of coal: MECHANIZATION, read by 14,500 buying influences who account for 87% of America's coal output, 95% of coal's annual purchases.

For users of coal: UTILIZATION, which picks up where MECHANIZATION stops, never lets go 'til the ashes are hauled away. This unique book does the work of 5 magazines, reaching the men responsible for 90% of all coal consumed. These include coal retailers and wholesalers, coal docks and coal handling railroads, manufacturers, steel and cement mills, electric utilities and municipal power stations.



Two more for good measure: MECHANICAL, which once a year records coal mine history, forecasts coal's future, and illustrates progress to date through detailed articles on modern mines; and COAL INDUSTRY PURCHASING MANUAL, which tells buying influences where to find what they want.



The researching, writing and editing processes involved in publishing these books puts us in intimate and frequent contact with the very same coal production and coal use men you must reach to sell in the billion dollar coal market.

Contact us now.

Mechanization, Inc.

MUNSEY BUILDING • WASHINGTON 4, D. C.

NEW YORK • PITTSBURGH • CHICAGO • SAN FRANCISCO • LOS ANGELES



EXECUTIVE OFFICES, 386 Fourth Avenue,
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SALES MEETINGS

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Member



November 10, 1953 Volume 71 No. 10

Of the



Top National Advertisers in 1952



had Distribution of their Products in Detroit

and all



used the Detroit Free Press

The Detroit Free Press

"America's Most Interesting Newspaper"

JOHN S. KNIGHT, Publisher

Story, Brooks & Finley, Inc., Natl. Rep., Kent Hanson, New York, Retail Rep., Hal Winter Co., Miami Beach, So. Resorts Rep.

12 reasons why *Progressive* every building product and

JANUARY

PREVIEW OF 1954

This issue will set the theme for the year and will present P/A's annual PREVIEW of design trends, business prospects, and engineering advances. It will announce the winners of the P/A DESIGN AWARDS.

FEBRUARY

HOUSING

Effect on architecture of changing living habits. How are new houses, apartments and other living structures being influenced by the way people live today?

MARCH

RECREATION BUILDINGS

Effect on architecture of more leisure hours. How many buildings—familiar building types and new types—have been influenced by today's greater possibilities for recreation?

JULY

HOSPITALS
Effect on architecture of improving health care. Health care is improving, but hospital construction lags. How important are other health facilities, insurance plans, clinics?

AUGUST

CHURCHES AND PUBLIC BUILDINGS

Effect on architecture of cultural values. Churches are growing in membership. There is a turn to the arts and culture; people want good books. How will this affect the design of buildings, and business prospects?

SEPTEMBER

ARCHITECTURE OF THE HIGHWAY

Effect on architecture of greater mobility. Will motels replace hotels? How important to architects is the highway program—how about gas stations, restaurants, drive-ins, shopping centers, parking facilities?

Here's the best book to build your schedule around! In 1954, *Progressive Architecture* will present the building types holding the greatest potential for sales of building products and equipment. This way, we hope to be of the greatest service to our subscribers . . . and to our advertisers!

P/A's overall editorial theme for the year will be "ARCHITECTURE FOR THESE CHANGING TIMES"—based on the social, economic and technical factors which will influence architecture in 1954. P/A plans, month by month, to focus on these factors, and to study the buildings and building types which they have produced.

All regular P/A features—covering every phase of architectural practice—will be continued in 1954. These include the *Newsletter*, Gutheim's new *Washington Perspective*, *Progress Preview*, *Interior Design Data*, *It's The Law*, *Out of School*, *Spec Small Talk*, *Selected Details*, and the expanded *Office Practice* series.

P/A's understanding of the needs of the profession, coupled with action to satisfy these needs, have made it the most widely read architectural magazine in the world. Over 300 advertisers now profit by this proved leadership. To find out how your company or client can benefit, write or phone your P/A representative today.

Architecture belongs on equipment schedule in 1954

<p>APRIL</p> <p>SCHOOLS AND COLLEGES</p> <p>Effect on architecture of higher educational levels. How does the increasing ratio of educational levels to population figures affect the design of various building types—for children and for adults?</p>	<p>MAY</p> <p>REMODELING</p> <p>Effect on architecture of growing obsolescence of buildings. Our physical plant in many building types is obsolete. Should we remodel, redevelop? What are the business prospects—the design possibilities?</p>	<p>JUNE</p> <p>STRUCTURAL ENGINEERING</p> <p>Effect on architecture of new structural concepts. Will our building forms really change with new structural knowledge? What changes are already taking place?</p>
<p>OCTOBER</p> <p>NEW BUILDING MATERIALS</p> <p>Effect on architecture of improved materials. What should architects do to direct, aid, utilize developments in building products? What results are useable from research—government, university, private?</p>	<p>NOVEMBER</p> <p>COMMERCE AND INDUSTRY</p> <p>Effect on architecture of expanding commerce and industry. What results in design and business prospects have come from the business boom? What is happening in commercial work, industrial construction?</p>	<p>DECEMBER</p> <p>NEW BUILDING EQUIPMENT</p> <p>Effect on architecture of environmental control. How is the design of buildings being changed by new methods of heating, cooling, conditioning of air, by automatic controls, by advanced lighting methods?</p>

*Architecture's most
widely read magazine . . .*

Progressive Architecture

Reinhold Publishing Corporation
330 West 42nd Street
New York 36, New York

World's largest publisher of architectural books



Our Regional Research Can HELP YOU

- Get statistical source material, public and private.
- Forecast economic trends for specific areas.
- Set sales quotas.
- Iron out weak spots in distribution.
- Locate boom markets.
- Establish market potentials for consumer and industrial products.
- Forecast industry and company sales.
- Locate new retail outlets.
- Locate new manufacturing facilities.

Behind the statistics published in the SURVEY OF BUYING POWER lies the most complete collection of regional and local market data in the country. This information can be brought to bear on all basic problems of distribution, in the form of individualized studies tailored to your needs. All inquiries welcomed.

RECENT SPECIAL STUDIES:

- *Forecasting Residential Construction Activity by Areas, 1950-60.*
- *Employment and Value Added in 20 Industrial Classifications, by Counties.*
- *71 Boom Areas of 1952.*
- *The Lack of Retail Outlets in New Suburban Markets.*
- *Discretionary Income, by Counties.*
- *The Impact of Television on Motion Picture Admissions, by Areas.*

MARKET STATISTICS, INC.

Research Consultants to
SALES MANAGEMENT

432 Fourth Ave., N. Y. 16
MU. 4-3559



PEOPLE AMAZE HIM . . . and Rex Davis amazes people—by giving over his program over KMOX to the man-on-the-street.

The Human Side

Man of the People

Out in St. Louis a red-haired, cigar-smoking radio personality is giving the little people—the veritable man-on-the-street—a break. And by doing so, the redhead, Rex Davis, has given himself one, too. Rex has the greatest listening audience in the area. Greater than another redhead's—Arthur Godfrey's. Strangely enough, Rex is a newscaster—generally a species characterized by an anonymous, silken voice and about as personal as a Mickey Mouse watch.

It was back in 1946 that Red went to St. Louis with an idea: He wanted a news broadcast to give overtime to stories about average people, minor events. By letter writing and personal calls he got eight editors to send him their newspapers regularly. Rex takes these papers and culls them with all the care of a starlet looking for a personal mention. He clips interesting items—and makes his editors happy by giving credit to the paper from which he garners his tidbits. Today he has not eight but 80 editorial correspondents from Missouri and Illinois papers.

Says Rex: "In addition to keeping the out-of-town people posted on what's happening in their home counties, we have found that many St. Louisans, former natives of small, surrounding towns, also enjoy these stories."

Rex is frank to admit that his editors comprise a legion of Rex Davis press agents. They constantly publish editorials and news stories about his program. Now Rex has an early morning program, an 8:00 a.m. one and the noon broadcast over KMOX, the CBS

SALES MANAGEMENT



IN INDIANAPOLIS

they Buy More because they Have More!

● During 1952, for example, retail food store sales per family in Indianapolis were 20.7% above the national average.*

People *buy more* of everything in Indianapolis because the average income per household in this rich market is \$6,943** . . . first in the nation among cities of over 400,000 population. Indianapolis has many other important market advantages for you too:

► *It's BIG* . . . over 550,000 population

► *It's STEADY* . . . unsurpassed for diversification and balance of industry and agriculture.

► *It's EASILY REACHED* . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Star and The News. Write for complete market data today.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Sales Management Survey of Buying Power, May 10, 1953.

**Consumer Income Supplement, 1953, Standard Rate & Data Service

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



NOVEMBER 10, 1953

9

**SELL MORE IN THE
SOUTH'S
No. 1 State!**

*You Hook a
BIG Market
With—*



Population

in

WINSTON-SALEM'S

WSJS

**15-COUNTY
MARKET**

812,500*

*Sales Management,
1953 Survey of Buying Power

Recent official Hooper Ratings show WSJS, the Journal-Sentinel Station, **FIRST** in the morning—**FIRST** in the afternoon—**FIRST** in the evening! For the finest in AM-FM coverage, it's WSJS in Winston-Salem.

Represented by: **HEADLEY-REED CO.**

station in St. Louis. All sponsored. He has a rating of 9.6, an estimated audience of 129,000 every day. On a national basis that would be peanuts. On a localized one it's slightly terrific.

Davis traces the development and history of famous St. Louis businesses, educational and civic institutions. During this broadcast—which he calls the "St. Louis Story"—Rex also interviews the head of the business or organization. And so noteworthy are these programs that the Missouri Historical Society requested and receives a copy of each script for their civic files.

Locally Rex is a celebrity. He devotes his out-of-studio time to civic service, was chosen to read the noonday prayer for Metropolitan church services during last year's Easter season. He speaks up and down the state at fairs and celebrations, heads local charity drives.

It all goes to prove that what interests people most is—people. And Rex Davis has built an exciting career by doing what he likes and what many "advisors" once told him would *never* make a radio program.

How To Sell a Turkey

Many a business has been built on a good cook. And out in Utah a gentleman named Edmund Banellis is doing right nicely from a century-old Lithuanian recipe for a delicacy that, in these United States, smart hostesses think is very 20th Century. Banellis sells smoked turkeys.

In 1948 Ed began his business, sold exactly 164 birds. The next year he made 2,000 customers happy by giving them—for a price—the bird. And, being a smart businessman, one of the first things he did with the increased intake was to earmark part of it for advertising. Each year since he's ploughed back part of the profits into carefully-chosen magazine and newspaper advertising.

Banellis, his wife and their two children settled in the small village of Logan, in the high Cache Valley of northern Utah, in the Fall of 1947. They came from the East to Utah, chose the area because Ed believed it was ideal for raising turkeys. And Ed, unlike many people who tackle a new business, wasn't a green farmer. He'd been raised on a Pennsylvania farm, began raising poultry as a hobby almost 30 years ago. Before he began his new business he spent four months studying all phases of poultry raising at the New York State Pheasant Farm.

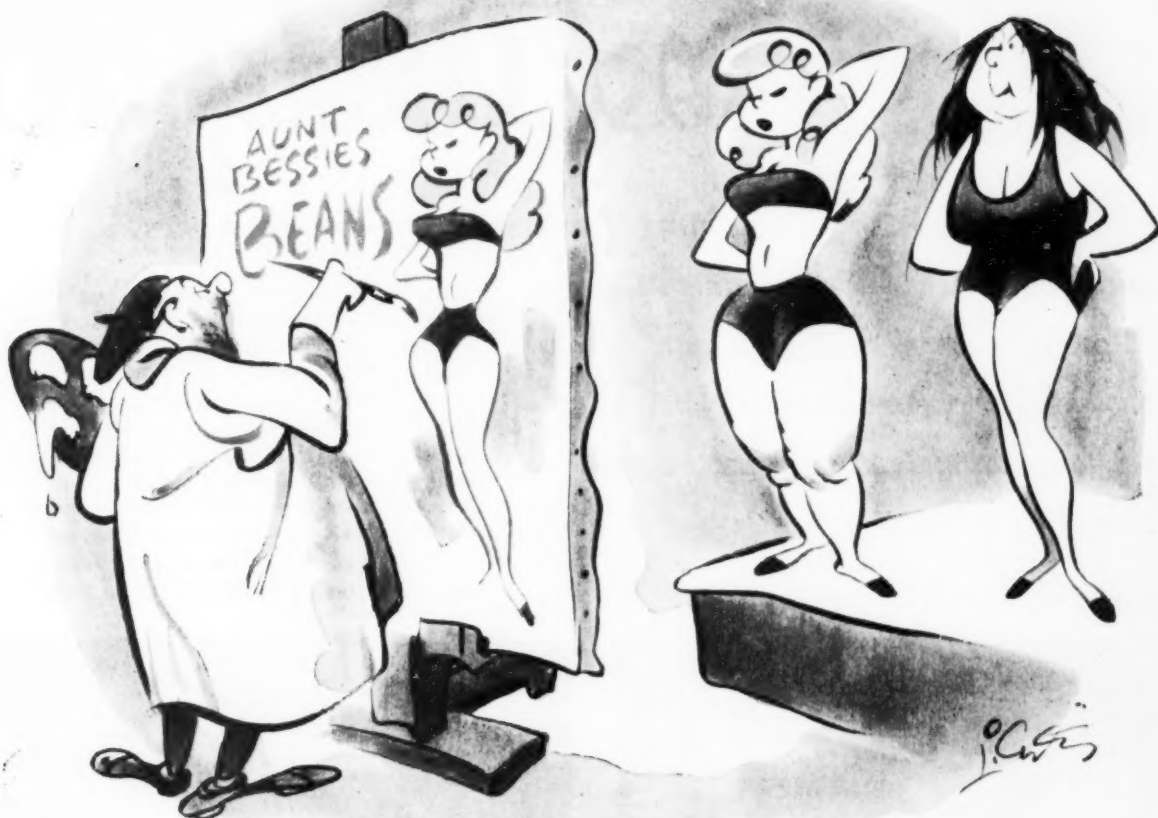
With only \$5,000, a handful of turkeys and his family recipe he got to work. When he was ready to smoke and sell the first turkeys he wrote letters to former New York associates, got an initial order for 15 birds. Encouraged, Ed ran a tiny ad in a New York Sunday paper and got a flood of orders in return.

His profit, that first year, was only one percent because of the expense of buying equipment and supplies. And also because Ed tried to keep his prices low—he still does—and make up the difference in quantity. He also reasoned that however good his smoked turkeys are, most people feel that 20 pounds of smoked turkey is rather rich-for-the-blood. Consequently, Ed keeps his turkeys small—8, 9, 10 and 12 pounds. He cures them with applewood smoke.

To make a success in the smoked turkey business, says Ed, you need an ability to sell, the ability to meet competition and some promotional know-how. For instance: Ed and his wife write an average of 15 letters a day, on very fancy stationery with letterhead in gold. And with each letter goes a leaflet showing how to carve his turkeys.

Each year his sales charts climb and the reason is: Sell a fine product and promote it to the hilt.

SALES MANAGEMENT



**In Chicago, it takes 2—
to complete the picture**

No single daily newspaper reaches even half your Chicago-area prospects. It takes Two. For greatest unduplicated coverage, one must be the...



**CHICAGO
SUN-TIMES**

211 W. Wacker Drive, Chicago • 250 Park Avenue, N. Y.

READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

REPRESENTED BY: SAWYER-FERGUSON-WALKER CO., LOS ANGELES, SAN FRANCISCO, PHILADELPHIA, DETROIT, ATLANTA • HAL WINTER CO., MIAMI BEACH
NOVEMBER 10, 1953

Most likely to

*Pond's... with booming business built on science, duchesses,
and consistent use of magazines...*

*presents Angel Skin, new hand lotion,
with fanfare of double spreads in 5-million-
circulation Ladies' Home Journal*

More Pond's creams are sold throughout the world today than any other face creams at any price. And the cause lies deep in women's minds and emotions.

Almost any woman can afford Pond's beauty aids, but thanks to more than 40 years' consistent advertising in magazines, led by Ladies' Home Journal, price is not what a woman thinks of when she buys Pond's Creams or Angel Face make-up.

She thinks of lovely, blue-blooded ladies (there have been 605 since 1923) who prefer



They Dig Deep... At the Clinton, Conn., plant, Dr. Walter A. Taylor and his chemists have been working for 10 years, in consultation with independent doctors, to develop a hand lotion with really important benefits. Key ingredient of Pond's new Angel Skin is of the type used in hospitals to promote healing of open wounds.



They Hit Hard... At point of sale, as in advertising, Pond's concentrates on a single sales message to win a "break-through" in women's minds. Reprints of pages and spreads from the Journal are constantly used to reinforce impressions and clinch sales.

"JOURNAL HAS ALWAYS MEANT SUCCESS"

Says Lloyd V. Young, President of Pond's:

“In the Journal, Pond's products have exactly the environment they need to make the best and most permanent impression on the largest number of women.

The Journal has always meant Success for us, so naturally, we're using Journal spreads for the premiere of our new hand lotion, Angel Skin.”



Succeed

Pond's, though they *could* have pomades distilled from melted pearls.

She thinks of attractive packages, scrubbed-up Ph.D.'s in white coats. She knows that no Pond's product is the result of a fad . . . each one is an achievement of many years of scientific research.

She thinks of all these things because she has seen them all her life in magazine advertising, and most importantly, month after month, in the magazine she trusts most, Ladies' Home Journal.



They Advertise Right . . . In the campaign for the new hand lotion, Angel Skin, company's biggest for a new product, Pond's sticks to principle of choosing media which reach and sell women most effectively. This inevitably means the Journal, now over 5 million average circulation, with the fastest growth for the first half of '53 and the biggest newsstand sale of any magazine that carries advertising.

*Never underestimate the power of
the magazine women believe in*

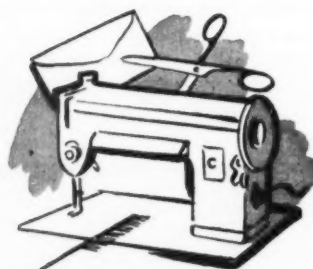
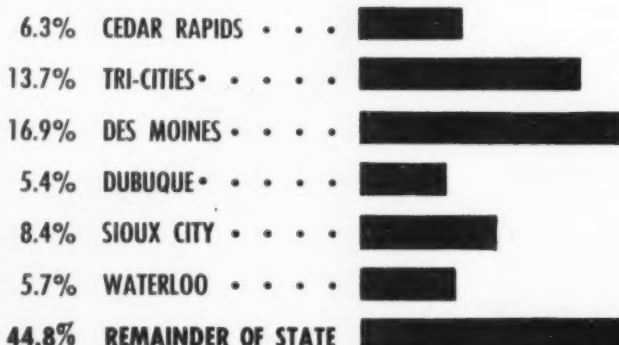
LADIES' HOME
Journal
A Curtis Publication

Buy **WHO**

and Get Iowa's Metropolitan Areas..

Plus the Remainder of Iowa!

TAKE GENERAL MERCHANDISE SALES, FOR INSTANCE!

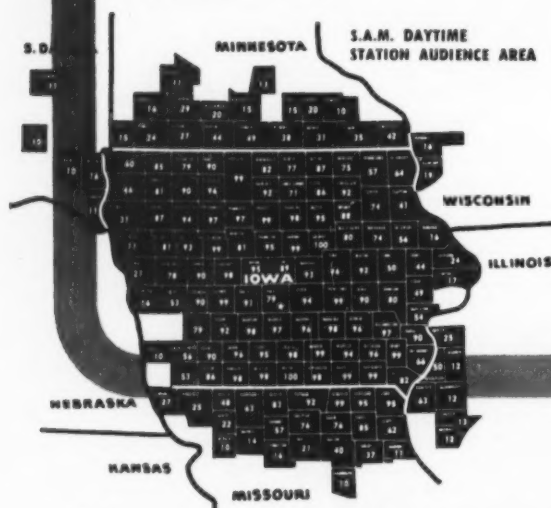


Figures add to more than 100%
because Rock Island County, Illinois
is included in Tri-Cities.

THE "REMAINDER OF IOWA" ACCOUNTS FOR THESE SALES: (Which You MISS Unless You Cover the Entire State)

65.4%	Food Stores
61.6%	Eating and Drinking Places
44.8%	General Merchandise Stores
55.6%	Apparel Stores
60.7%	Home Furnishings Stores
65.1%	Automotive Dealers
73.2%	Filling Stations
79.6%	Building Material Groups
60.4%	Drugstores

Source: 1952-'53 Consumer Markets .



FREE & PETERS, INC., National Representatives

BUY ALL of IOWA—
Plus "Iowa Plus"—with

W H I

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager

COMMENT

Personal Selling Dead?

Is this statement true or false: "In some industries, personal selling of *all* types has been in a *decline* for almost as long as advertising has been on the upgrade?"

The statement was made by E. B. Weiss, Director of Merchandising, Grey Advertising Agency, Inc., New York, in the October 19 issue of *Advertising Age*, and he prefaced it with the remark, "Now I am about to make a statement that will surely pitch me on a bed of up-ended rusty nails!"

We wouldn't take that chance. Tetanus might not set in. He might recover. Hanging would be more humane and more effective.

It's probably only natural that an advertising agency man should wish to spread the gospel that advertising has taken the place of personal selling.

We don't think that it has. We don't think that it ever will. Personal salesmanship and advertising are not competitive. They should—and usually do—supplement and complement each other.

We think Weiss is quibbling when he talks of cigarette and food manufacturers as not having *sales* forces—as sales organizations are generally conceived.

"Their men are *sales promotion* men, in reality," he writes.

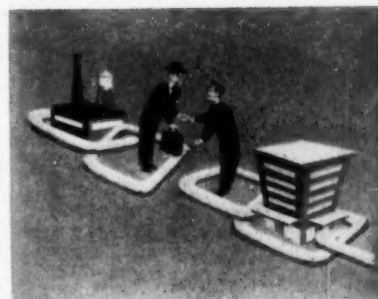
So what? If General Foods and American Tobacco—and most of the other food and tobacco manufacturers—find it necessary and desirable to employ an ever enlarging force of men to get more displays in windows or on counters, shelves and walls, and in general to get more "push" at the point of purchase, aren't they performing a vital sales function, and aren't they *salesmen*? Supposing they don't get signed orders which they turn back to their employers for direct shipment but instead turn orders over to jobbers and distributors. What of it?

As more and more advertisers in those and other fields step up their advertising appropriations and wage a battle for consumer attention, the *greater* is the likelihood that personal selling is going to be necessary to insure a payoff in the cash registers of the stores.

Whether he rests on a bed of rusty nails—or hangs—or lives out the long and happy life we really wish him to have—Mr. Weiss isn't going to live long enough to see the day when the number of personal salesmen shows a decline.

Selling, he ought to know, is a big word—big enough to include within its seven letters advertising, direct mail, personal selling and the wide variety of other sales tools.

And personal selling is just that—*personal* selling—and it doesn't make any difference whether the chief duty of the personal salesman is to get new customers or to resell old ones, or to make sure that the merchandise moves out of the store as rapidly as it moves in.



HOW DO PEOPLE JUDGE YOUR COMPANY?

By your product or service?
By the service you give your customers?
By your policies?

Well, all these things count.
But . . . to most of your customers, your **SALESMEN** are the company.

Their reputation is **YOUR** reputation with your customers. This means that your salesmen must be able to impress your customers with their sincerity, dependability, interest.

There is a knack to doing it.

Show them this knack with:


"HUMAN RELATIONS IN SELLING"

part of the outstandingly successful sound slide program . . .
AGGRESSIVE SELLING

*You may obtain a preview
without obligation.
Write for details.*

WESTEN-WILCOX

6108 Santa Monica Blvd.
Los Angeles 38, Calif.



*Makes good merchandise
sell better . . .*

Costume jewelry gets a new "lift," pre-packaged in tough, transparent Kodapak Sheet. This gifted material shows clearly details of design and workmanship . . . enhances the sparkle of brilliance, the gleam of metals . . . adds an eye-appealing, sales-compelling brilliance all its own.

Uniform in gauge, free from bubbles and surface defects, Kodapak Sheet handles well, in either machine or hand operation . . . works up with minimum waste, gives you top values for your packaging dollar.

For further information, including names of specializing firms, consult our representative or write:

Kodapak Sheet

"Kodapak" is a trade-mark

**Cellulose Products Division
Eastman Kodak Company, Rochester 4, New York**

Sales offices: New York, Chicago, Dallas.

Sales representatives: Cleveland, Philadelphia, Providence.

Distributors: San Francisco, Los Angeles, Portland, Seattle
(Wilson & Geo. Meyer & Co.); Toronto, Montreal (Paper Sales, Limited).

Ernie Lovejoy, our midwestern vice-president, sent us a couple of big orders the other day from a road trip. Our advertising, promotion, and direct mail, probably had done a good job in paving the way, but the orders weren't forthcoming until Lovejoy appeared in person and did a sound selling job. We liked his comment about these orders: "It just goes to prove that personal selling still pays off."

The sales forces of the nation are nowhere near as large as they should be. Factory productive capacity has increased more than 150% since 1940 but the nation's sales force is up only 30%. We see no point in kidding ourselves into the belief that this proves either that personal selling or advertising has greatly increased in efficiency. There has been improvement along those lines, but the main reasons why we have increased retail and industrial sales at a rate far higher than the increases in either the sales force or the advertising dollars spent are that for many years we have been working on fat in the form of pent-up demand (now largely satisfied), extraordinary gains in marriages and births, and unparalleled increases in employment and disposable income. But a new day is coming—and with most of us it has already arrived.

It Takes Men to Win Markets

On the growing need for *personal* selling, you might read the case-history story of the launching by P. Lorillard Co. of the new Kent filter-tip cigarettes, in *SALES MANAGEMENT* soon.

Of course, vigorous advertising—in newspapers, magazines, radio, TV and direct mail—has played an important part in persuading Millions of smokers to buy Billions of units of a new product in just 19 months.

But the fact that 500,000 retailers now sell and promote Kent to them is due to the work at point-of-purchase of 600 Lorillard salesmen, supported by efforts of salesmen of some 6,000 jobbers.

In addition to insuring "positions" and displays for Kent; showing retail people how to sell the product; persuading dealers to run tie-in advertising, and other functions, *all* Lorillard cigarette salesmen, in 90 districts across the country, conduct three-minute "smoke tests" of Kent vs. "your brand" in stores every week, before consumers and store people.

Among other things this year, Lorillard salesmen also are proving the effectiveness of Kent's Micronite filter at 53 doctors' meetings.

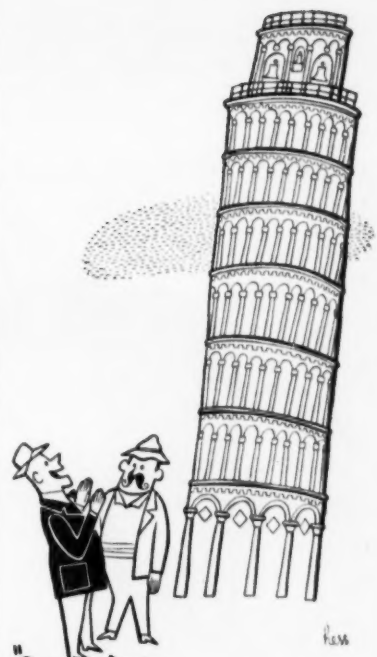
Herbert A. Kent, chairman of the board, regards Lorillard salesmen as "merchandising specialists, equipped to serve the best interests of the retailers who handle our products."

Surely, in the automatic age of tomorrow, E. B. Weiss would not dispense with retailers, too!

How Does Selling Rate with Wives?

"We businessmen spend hundreds of thousands of dollars in hiring, training, helping and stimulating salesmen," says Joseph D. Ardleigh, vice-president, Research Institute of America, "and too often neglect the one person who has more influence on his well-being and success than anyone else—his wife."

Ardleigh recommends that the sales executive "sell" selling to the salesman's wife and suggests that she be invited to occasional business meetings, but don't try to patronize her. Keep the wives informed, too, about company affairs, and not just at contest time.



"Bravo...but
you should see the new rooms
at the **SHERMAN**
in Chicago"

SMARTLY RESTYLED..
brilliantly designed...

1,500 new rooms now
ready to make your next
stay in Chicago
a memorable event.

1,500 new reasons...
you should always stay
at the Sherman...
Chicago's "personality" hotel.



World Famous Hotel
THE SHERMAN
Chicago

Frank W. Bering, Board Chairman • James A. Hart, Pres.
Pat Hoy, V. P. and General Manager

CITY—NASHVILLE
 LOCALLY-EDITED MAGAZINE of—NASHVILLE TENNESSEAN
 STORE—MORRIS
 FURNITURE COMPANY



AARON MORRIS
 President
 Morris Furniture Company

Ask a successful retailer
 where advertising
 pays off BEST!

"The Nashville Tennessean Locally-Edited Sunday Magazine moves more goods at less cost than anything used in our more than 20 years of furniture selling."

- Locally-Edited for highest readership
- Gravure magazine reproduction
- Newspaper circulation impact
- Complete flexibility
- Maximum savings on positives

When it's "Sale Day" in Nashville, what advertising medium do Nashville merchants count on to "pack 'em in"? A leading national magazine? For mass selling, for quick response—no. The Locally-Edited Nashville Tennessean Magazine gives 97% coverage of the Nashville market, but the best a leading national magazine can do is 11%. Another powerful advantage—in all of the 14 metropolitan markets served by Locally-Edited Gravure Magazines, you can *time* your advertising to *local selling seasons*—use one or any combination of the Locally-Edited magazines to suit your sales pattern.

Ask your dealers where magazine circulation pays off best! They'll tell you: "Use Magazine Advertising at the *Local Level*—in the fourteen markets served and sold by the LOCALLY-EDITED GRAVURE MAGAZINES".



For more information about these 14 weekly newspaper gravure magazines contact one of the following representatives: The Branham Company, The John Budd Company, Cresmer & Woodward, Inc., Jann & Kelly, Inc., Kelly-Smith Co., Moloney, Regan & Schmitt, Inc., O'Mara & Ormsbee, Inc., Scolaro, Meeker & Scott, Inc., Story, Brooks & Finley, Inc.

AKRON BEACON JOURNAL • ATLANTA JOURNAL AND CONSTITUTION • COLUMBIA STATE COLUMBUS DISPATCH • DENVER POST • HOUSTON CHRONICLE
 INDIANAPOLIS STAR • LOUISVILLE COURIER-JOURNAL • THE NASHVILLE TENNESSEAN
 NEWARK NEWS • NEW ORLEANS TIMES-PICAYUNE-STATES
 ST. LOUIS GLOBE-DEMOCRAT • SAN ANTONIO EXPRESS • TOLEDO BLADE

TOTAL CIRCULATION OVER 3,500,000 COPIES WEEKLY

These reports illustrate how Electrical Dealer keeps abreast of dealer activities. Since the end of World War II we have made 34 similar county surveys. In Kalamazoo County, Michigan, we have interviewed the dealers for eight consecutive years.



8 county surveys...

...give you up-to-date facts about Appliance-Radio-TV dealer sales

What are the facts about today's appliance, radio, TV and electric housewares dealer business? What types of retail outlets are getting the biggest percentage of the business? What is the dealer-thinking about changes in product lines? Who is getting the TV business? The electric housewares business? Who is getting the room air conditioning business?

Electrical Dealer Magazine representatives have interviewed every dealer in eight counties to get an up-to-date picture of the whole electrical appliance retail

market. Questions were asked about appliances, radio, TV and electric housewares. Results of these surveys have been tabulated by counties, types of stores and product groups.

Each of these county studies contains a wealth of information for sales, advertising and agency executives. It is the kind of information you will find helpful in your sales and advertising planning. For your copies of these reports, write or phone our nearest sales office. The Haywood Publishing Co., 22 East Huron St., Chicago 11, Ill.

ELECTRICAL DEALER
THE APPLIANCE-RADIO-TV SALESMAGAZINE



SALES OFFICES: CHICAGO 11,
22 East Huron St.
Whitehall 4-0868
Walter J. Stevens
Orrin A. Eames

NEW YORK 17,
101 Park Ave.
Murray Hill 3-0256
J. H. Thomson
William G. Dunn

CLEVELAND 15,
1836 Euclid Ave.
PRospect 1-0505
John E. MacArthur

WEST COAST
McDonald-Thompson
San Francisco Seattle
Los Angeles Dallas

3 BULL'S-EYES IN 1 TARGET

IN THE GREATER PHILADELPHIA MARKET*

You don't have to be a deadeye to score in these parts, podner. Tell your story in The Evening Bulletin—you can't miss!

**In the Greater Philadelphia Market
The Evening Bulletin is the daily newspaper
with the largest circulation**

* Sometimes called "Delaware Valley," "The Workshop of the World," and "The New Eastern Industrial Metropolis." Whichever you like, it's still the Greater Philadelphia Market and The Evening Bulletin is the daily newspaper with the largest circulation.



BULL'S-EYE #1 PHILADELPHIA CITY (1 county)

**The Evening Bulletin is the daily newspaper with the
largest circulation — read by 72% of families**

47% of population

51% of retail sales

37% of new capital expenditures



BULL'S-EYE #2 PHILADELPHIA METROPOLITAN AREA (8 counties)

**The Evening Bulletin is the daily newspaper with the
largest circulation — read by 62% of families**

83% of population

80% of retail sales

88% of new capital expenditures



BULL'S-EYE #3 PHILADELPHIA TRADING AREA (14 counties)

**The Evening Bulletin is the daily newspaper with the
largest circulation — read by 55% of families**

100% of population, retail sales, food sales,
new capital expenditures, effective buying income

**In Philadelphia
nearly everybody reads The Bulletin**

Advertising Offices: Philadelphia, Filbert & Juniper Sts.;
New York, 285 Madison Ave.; Chicago, 520 N. Michigan Ave.

Representatives: Sawyer Ferguson Walker Company
in Detroit • Atlanta • Los Angeles • San Francisco

SALES MANAGEMENT

TRENDS

As seen by the Editor of Sales Management for the months immediately ahead

DO WE HAVE ECONOMIC HYPOCHONDRIA?

What we need is not a nickel cigar but a house of detention for hypochondriacs.

The dictionary says that a hypochondriac is "one tormented by gloomy fancies." He is obsessed with his health, and is sure it must get worse. In fact, he's disappointed when a common cold fails to become pneumonia or when a slight bellyache doesn't develop into cancer.

Right now too many people are yielding to Economic Hypochondria. Because some industries are having some difficulties, their fancies suggest that the whole economy is on a toboggan slide.

Consider the difference between specific fancies and specific facts.

FANCY

Consumers are already so hard hit by unemployment, high prices, high taxes, that they can't save a dime.

People aren't buying much because they are afraid of the future.

The cost of living is going up—up—up and consumers have to cut down on their purchases.

Retail business has been holding up better than expected, but it's going to be a dull Christmas season from all indicators.

People have almost stopped buying motor cars and one manufacturer recently laid off more than half of the employes.

The average low-through-middle-income family is up to its ears in instalment debt and repossessions are becoming the rule rather than the exception.

FACT

There has never been so much money in the savings banks, and never before so many individual depositors. Individuals will save \$12 billion this year. Fred Lazarus, Jr., President of Federated Department Stores said the other day, "There are few retailing businesses which could not increase their sales 10% in 1954 if they set their minds and energies to achieve it."

They are buying *more*, rather than less. Sales this year will be up 5½% over last year. Income this year to date is up 7% from 1952.

The cost of living has been virtually stationary for nearly a year and a half. The Consumers' Price Index of B.L.S. was 114.1 on July 1, 1952, and the latest figures is 115.0.

Maybe the nation's big merchants can be wrong, but at the recent Boston Conference on Distribution they went on record as expecting a 10% increase this Christmas, with price levels about the same as last year.

Competition is getting tougher, true, and production *always* falls off in the second half, but the industry will *sell* at least one million more cars this year than in 1952. Next year will bring a big replacement demand from buyers of new cars replacing those of 1947-50.

The president of Commercial Investment Trust stated October 22 that loans are in excellent shape, payments being made promptly. Incidentally, their bad debt losses even in the 1929-33 period didn't increase more than ¼ of 1% over normal. Biggest loan expansion came with Korean war, now paid off.

FANCY

The farmer is steadily going broke. We're never prosperous as a nation when the farmer is having a tough time.

Our big cities are becoming ghost towns and this will bring about wholesale bankruptcies.

Due to "motor car cutbacks" and other causes, the steel industry is getting hurt—bad.

There is widespread unemployment and more and more "critical areas." How can consumers buy if they don't have jobs? And even if they have them they won't buy if they fear unemployment.

Government spendings have kept the economy seemingly prosperous, but the big cuts being engineered by Eisenhower will remove this prop.

The recent building spree has pretty much exhausted the demand both for new houses and new plant structures.

Businessmen are scared stiff and are pulling in. First they cut down on inventory accumulation, then fire plant workers, then cut the sales and advertising budgets.

Corporations will tighten up on their spending when the Excess Profits Tax goes out on January 1. They've been on a spending jag because the government pays 82 cents today.

Most corporations have been over-spending on sales tools (because of E.P.T. and other reasons) and they'll cut down as business becomes harder to get.

FACT

The average farmer's *net* cash income from farming will be \$2400 this year as against \$2600 last year, a drop of less than 8%. Remember, too, that this is equivalent to a city income in excess of \$4,000 since the farmer gets free rent and most of his dairy products, poultry, vegetables and fruits largely for free. Call that going broke? He also has other cash income.

True, big-city population increased 13% over the decade as against 35% for suburbs, but the big stores are following the people to the suburbs. The important fact is that the metropolitan city *areas* are booming. The country's most successful real estate operator, helped by banks and insurance companies, plunked down \$52 million for the Chrysler and Graybar buildings in New York! Obviously, he doesn't expect a ghost town.

Despite its greatly expanded facilities, steel is operating at 95% of capacity, and Ben Fairless, Chairman of U.S.S., is one of the country's leading optimists.

We now have around 63 million employed (a million more than last year), and unemployment of 1½ million. The latter figure is inconsequential—could double without being serious over-all, although bad for some lines, some cities. But don't forget the steadying force of unemployment insurance.

The cuts are very slight. Federal spending for goods and services relating to defense have dropped only from a rate of \$53.5 billions a year in the April-June quarter to \$51.5 in the July-September quarter.

Surveys among local builders in hundreds of cities indicate new starts may be down 10% next year, *but* families are getting larger and so are houses. Any slackening in plant construction will be equalled by the \$5 billion to be spent next year on new roads. Total state and local spending is now at the rate of \$26 billion, and *increasing*.

Most businesses had their best 3rd quarter in history. Total factory output today is within 4% of the 1953 peak. 62% plan to increase their sales forces next year. Of those announcing advertising plans for the 1st 1954 quarter, most will increase, for an average gain of 10%.

Only about 25% of active American corporations come under E.P.T. Without E.P.T. the government will continue to take 52 cents out of each earned corporate dollar. The biggest change will be on the faces of stockholders as they get increased dividends.

In relation to *their* income, or the national income, they've been spending much *less*. In 1920, for example, advertising was 4% of the national income, but last year it was only 2.4%. Had last year's advertising been at the 1920 level the total would have been \$11.7 billion instead of \$7.2 billion.

PHILIP SALISBURY
Editor

Reprints available for your salesmen at 5 cents each; in lots of 100 or more, 3 cents; cash with order.

1,310,000

IOWA PEOPLE

read **THE**

DES MOINES SUNDAY

REGISTER

(more than 500,000 copies)
and they *buy — buy — buy!*

93% own a washing machine — 94% have a mechanical refrigerator

99% boast a modern range — 70% own their homes

980,000 read NO OTHER Sunday Newspaper.

... As reported by the Advertising Research Foundation in its *first statewide audience study* of 14 Sunday newspapers circulating in Iowa.

For complete facts on where these people live, what they earn, what they own, see "A Study of the Des Moines Sunday Register Audience in Iowa." For details on how to get your copy, write Advertising Research Foundation, Inc., 11 West 42nd St., New York 36, New York.

THE DES MOINES SUNDAY REGISTER

... an "A" Schedule Newspaper in an "A-1" Market

GARDNER COWLES, President

Would They Make You President?

If your company's board of directors were meeting next week to name a new president, where would you stand on its list? At the top? Up among the strong contenders? Or trailing along at the bottom of the ruck of the also-rans?

BY BERNARD DAVIS

As a sales executive, your chances should be pretty good, statistically speaking to become president of your company. According to a recent survey, one-third of the top executives in the metal working, transportation equipment, machine, textile, pulp and paper and food industries came up through Sales. But, as is often the case with statistics, there's a catch to these figures.

A footnote explains that this holds true only for the younger, more progressive sales executive. Among the old-timers who go back to the "good old days," modern management finds top drawer material in only one out of eight, the survey points out.

Why this enormous difference? What are the qualities of the younger men which give one out of three a "sure shot" at the top management job? What do they have that you'd better make sure you have in order to get the most mileage out of your presidential potential?

Your "Must" Characteristics

After many years of work as a consultant to large and small organizations in a wide variety of industries, I've come to believe there are three invariable qualities that mark the man slated for top management responsibility:

1. Flexibility: The ability to shift from concentration on the technical know-how of a particular specialty, such as Sales, to the management point of view that integrates the work of all specialists

2. Harmony: Skill in advancing through a specialized field in such a way as not to upset the essential balance of the entire organization by being aggressively competitive

3. Maturity: Having the emotional characteristics of an adequate personality so as to be able to deal effectively with behavior problems in one's self, as well as in others.

How You're Judged

No one is born a company president. Each of us usually begins work attracted to some particular activity. Progress demands increasing competence in our fields of specialization. As we go up the ladder to bigger jobs, we are judged by the quantity and quality of the specialized work we turn out.

Eventually, however, we come to the point where specialization stops and the next promotion takes us into a management job where co-ordinating the work of others becomes more important than expertness in technical know-how. Many men do not see the vast difference between competence in personal production and competence in *getting* other people to achieve high-level personal production. In other words, it's no longer what you know and how well you do, but how good you are at getting people to do the things themselves.

Here's an example of what happens when a man hasn't prepared himself for this important shift in emphasis. The man I'm thinking of became executive vice-president in a company that has gone through considerable reorganization. Formerly, he held the job of Sales vice-president. He had never trained an adequate replacement for his old job, so his assistant has the nominal title on an "acting" basis. Of course, he has to watch closely what is going on in Sales. And he does—just as much, if not more, than he did when he headed up the department himself.

Meanwhile, the president is be-

coming increasingly impatient with the many excuses he gets from the executive vice-president. Instead of making sure that *all* departments get the attention and help they need, the v-p has dragged along with him so many of his old departmental duties and is always so busy that the heads of other departments have begun to by-pass him and go directly to the president. I'd give him another six months before the ax falls.

The key to avoiding this booby-trap is this: As a specialist, you must concentrate on your work in terms of specific procedures, technical instructions, establishment of standards, evaluation of quality and quantity of performance. To prepare yourself for the top management job, you have to develop a different set of skills. As a manager you must be able to define responsibilities clearly, to work with accepted principles of good management, to develop good managers among subordinates, to devise adequate plans and programs and to provide the means for carrying them out and to install accurate measures so that accomplishment can be distinguished from mere activity.

"Harmony" may seem a strange quality to insist upon in an executive, but I consider it one of the most important qualities a man can bring to the management job. If you prefer you may call it "cooperation." Whatever you call it, the running dogfights between Sales and Production (to name only two of our major sources of conflict), indicate that we can use more of it.

A President's Troubles

If you become a company president, you'll learn that co-ordination is a more complicated process than you thought. It is essentially a process of maintaining balance, of insuring that each segment of the organization gets only the consideration to which it is entitled. When we concentrate on one or two segments to the exclusion or neglect of others, the balance is off.

If that's a tough job for a president, one way you can help him (and thus show your understanding of handling problems at that level) is to carry out your job as a specialist in such a way as not to upset the balance he's working to maintain.

The specialist is always, of course, jealous of his departmental accomplishments and status. This is understandable, provided, of course, that in his efforts to gain recognition in his own job he doesn't undercut or disorganize the work of other units that are equally vital to the total job. A large part of the constant bickering between Sales and Production occurs because they seldom take time out to examine their differences.

Sales, since it is closest to the customer, is always under the direct pressure of many competitive factors. To meet them, there is always a temptation to promise more in time, price, or quality than a competitor does. Sales, therefore seeks constantly to gain a competitive advantage by adding something to the product. And it fights for changes: In design, quality or the time of delivery.

However, any capable production manager will tell you that the secret of success in production is to keep his people doing the same thing. Repetitive operation is the secret of this country's greatest invention—mass production techniques. Is it any wonder that he fights changes?

To sum up: Here are two major departments of the same organization, working to provide the same product, each one operating from a totally different point of view.

Most companies, unfortunately, take the attitude that Sales has always fought Production, and that it is useless to try to do anything about it. I know one company that has done a great deal about it.

In the two years I've worked with this organization, I've seen the problem licked completely, by the setting up of a "Production Clinic." Representatives of Sales and Production get together each week to work out mutual problems. For example: Is there a new item to be added to the line, or an old one to be modified? Production people have an opportunity to get in their suggestions for changes to simplify the manufacturing job. This is before any potential buyer has looked at it and pressured a salesman into letting him have some "just like that!"

If it's a question of pushing up a delivery date, they work together to jockey other orders into later shipment. When shop people ask "Which do you want first?" no sales representative answers with an imperious "I want 'em all first!" In every way possible, on any question that comes up, a genuine collaboration and mutuality of interest has been developed.

Behind all this, there's been considerable customer education, too.

Sales personnel (and supervisors) have been trained to help them meet the often unreasonable request of customers whose demands had never been questioned in the past—even if it meant completely upsetting the Production Department. The salesman now works more constructively with the customer's needs. Many times the salesperson persuades the customer that he "doesn't really need it in 10 days."

When this approach was suggested salesmen protested that it would "chase away business." But the men learned that the majority of customers, when treated reasonably, respond in a reasonable manner.

The man responsible for all this is a vice-president for Sales who will make an excellent president before very long. Here's his philosophy: "I found out long ago that while there may be some flies that like vinegar, a helluva lot more like sugar. The same thing is true of people. And I don't mean that you have to go around sweet-talking everybody. I

festations of emotional maturity, behavior that indicates inner resources of personal security.

The first we might call an ability "to take the bitter with the better." Men who have this quality are able to take reverses without going to pieces, or feeling rejected, or falling into a "what's-the-use?" attitude. They can continue to work effectively, although their plans may be blocked temporarily, or there's no certainty that all this work might accomplish what they hope it will. Somehow, they are able to ride out the disappointment, while maintaining an even temper and the capacity for constructive and logical thinking. And they respond positively to supervision (having a superior who can say "I wish you'd do it this way" does not represent being "pushed around").

The second characteristic is a measure of the extent to which a man is able to share things—in work, in ideas, in opportunity. This goes beyond simply "giving credit when due." It involves creating an atmosphere

**"If you become a company president,
you'll learn that co-ordination
is a more complicated process than you thought
... when you were a sales executive."**

mean that if you help them they'll help you. You need a awful lot of help from every part of the organization to get a good sales job done. And you can get it by helping to make their jobs easier, not harder.

"Do you want to know what makes our Clinics really work? I discovered what you meant when you said 'The only changes people resist are the ones they didn't think of themselves.' Well, I put it straight up to Production. It's up to you, I told them. You figure out ways to make stuff easier and I'll sell it, whatever it is. Put the heat on me, for a change, I told them. Ever since then they've been driving the engineers nuts with suggestions for changes *they* want to make. Peace. It's wonderful!"

Let us consider the question of maturity. This factor separates the men from the boys: it embodies the distinctive characteristics that contribute to becoming and remaining a top-notch executive. And "distinctive characteristics," as we use the term, is no hackneyed check list of "What Every Boss Should Be." What we're concerned with are mani-

in which other people can grow; in which they can express themselves freely without fear of ridicule or retribution; where work and responsibility are delegated without strings attached and subordinates are permitted to carry out assignments without heckling and snooping; where helpful advice and counseling gives others the benefit of individual experience and training. Such men are able to build effective committees, special assignments groups, or to use other means that provide subordinates with opportunities to learn through doing.

It's possible, of course, for anyone to get up into the presidential slot without any of the characteristics we've discussed. But the chances of getting there, and even more important, of *staying there* will be increased if you take these characteristics with you.

With them, it appears that the odds are 3 to 1, without them 8 to 1. If you have these characteristics in large measure, I'd make the odds on your presidential potential even shorter!



1. You couldn't miss this cranberry display...



2. Or turn a deaf ear to highly publicized chicken-cranberry recipes...

"What's Chicken —

The result: serving cranberries only with turkey—and on special holidays—is old hat. Now cranberries and chicken have teamed up, stimulating year-round sales.

The Pilgrims of Plymouth Plantation, Cape Cod, tamed the wild cranberry soon after 1620 but its orderly marketing in swiftly increasing quantities on a national basis has been achieved only during the past few years.

Today the once lowly cranberry is sold in every county throughout the land. Nine out of 10 food stores carry it. Moreover, it has graduated from a Thanksgiving-Christmas seasonal item into a year-round seller. Sales to dealers by the entire industry have doubled since 1949 and now run more than \$30 million annually.

Accredited with creating a year-round demand for the cranberry, stabilizing its market nationally and bringing about its upsurge in sales is the National Cranberry Association, with headquarters in Hanson, Mass. It is a non-profit, co-operative organization made up of more than 1,800 cranberry growers from every part

of the country where the berries are produced. It receives, processes and markets well over 50% of all the cranberries harvested in the nation. This fall's crop is expected to pass a record-breaking 1 million barrels.

The Association markets cranberries to grocers under the brand name Ocean Spray. Products include Ocean Spray Whole Cranberry Sauce and Ocean Spray Jellied Cranberry Sauce in pound cans, Jellied Cranberry Sauce in small cans, Dietetic Cranberry in 7-ounce glass jars, Cranberry Cocktail in bottles, and Selected Fresh Cranberries in packages.

The total Ocean Spray sales volume for the fiscal year ending May 31 was about 4,700,000 cases, selling for more than \$18 million. This is a far cry from 1948, for example, when it was 2,472,279 cases. Additional increases in sales of 500,000 cases is anticipated for the new year.

Indicative of what a prominent part the attainment of year-round sales has played in the rise of the cranberry: During the former "off-season"—January through July—sales of Ocean Spray products totaled 1,135,497 cases as against an insignificant number when the Association launched its campaign six years ago for year-round sales. Sales during last July were upped to 225,511 cases, topping all former records for that mid-summer month.

Year-round sales in quantity were attained largely through exploding the custom, existent since Colonial days, of serving cranberries only with turkey—generally on Thanksgiving Day and Christmas Day. This was accomplished by selling millions of women throughout the country the idea of serving Ocean Spray cranberry sauce with *chicken* the year-round, not only with turkey on a few special occasions. In the process, advertising in almost every known form was used as well as all the promotional and merchandising ideas in the book—and many which weren't.

Behind these achievements from the standpoint of promotion and sell-



3. Or avoid seeing Ocean Spray cranberries next to poultry departments...



4. Because she had a bright idea:

Without Cranberry Sauce?"

ing was the leadership of a woman—youthful Ellen Stillman, vice-president in charge of advertising of the Association. The "Chicken 'n' Cranberry" campaign was her idea. Her reasoning on the thought:

1. Chicken tastes like turkey. People already eat cranberry sauce with turkey, and it is a natural extension of an established custom to eat cranberry sauce with chicken.

2. Consumption of chicken is seven times as great as consumption of turkey. Once people associate cranberry sauce with chicken as they do with turkey, there is an opportunity to multiply Ocean Spray sales by seven.

3. Most meats have a traditional accompaniment: Lamb has mint jelly; pork has apple sauce; ham has pineapple, etc.—but chicken, one of the most popular meats, had no traditional partner. Cranberry sauce is a natural for it.

4. Chicken is available in all sections of the country all seasons of the year and already has a 12-month market and a coast-to-coast demand.

In Miss Stillman was vested the creation of the themes employed so effectively in the "Chicken 'n' Cranberry" advertising and other sales

**Based on an interview by Bernard G. Priestley with
ELLEN STILLMAN • Vice-President in Charge of Advertising
National Cranberry Association**

promotional tools, the formulation of the promotion and sales programs and even the first drafts of the advertising copy, photographs and art work.

Miss Stillman was chosen by President Marcus L. Urann and the Association's board of directors to head these programs for two major reasons. One is her experience. She has directed Ocean Spray advertising and merchandising with increasingly good results for many years. She is well versed in a number of other promotional activities of the Association. For instance, she has directed the creation of recipes and other work of the organization's already-important Cranberry Kitchen.

The second major reason was because she is a woman. Executives of the Association had become strongly convinced that since cranberries are bought largely by women, a woman could best determine how to reach them most effectively—particularly a

woman with Miss Stillman's experience.

Under a unique setup devised especially for the new promotion and sales program—continued today because it is outstandingly successful—Miss Stillman and her advertising department personnel head a "team."

Another unit of the "team," the sales department, headed by Sales Manager H. Gordon Mann, was extended substantially. He was given full supervision of all sales activities. This department assigned five district sales managers to cover as many different sections of the country. They travel constantly, calling on brokers (92) who serve as local sales representatives for Ocean Spray, in addition to 4 to 10 other food companies. (This arrangement has a purpose: to tie in year-round selling of cranberries with other foods at the retail level.)

The sales manager's responsibility

is to work closely with the entire sales organization by travel and through two annual meetings and at least on two other yearly occasions when all brokers and their salesmen are called together.

The third unit of the "team" is a new sales promotion department instituted under the direction of Lawrence Proesch as sales promotion manager. Generally speaking, its job is to see that brokers are fully briefed on Ocean Spray advertising and sales programs well in advance, and that

show them how to get maximum sales out of the campaign, publications widely read by the food trade tell the story of the drive in their pages. At this point the sales promotion department moves in to make sure grocers have what they need for tie-in advertisements and displays.

With this pattern, Ocean Spray's first chicken and cranberry advertising and sales program was started in the spring of 1948, with advertisements in several women's magazines. The advertisements asked, "What's

Cranberry" campaign was launched.

So, National Cranberry Association's new "team" paused to some extent in its own drive and went into action with its brokers to help grocers build displays of unknown brands and aid in moving them. In another year the surplus had been sold; stabilization of the market had been attained and the Association was in a much stronger position to push its own campaign. While the last of the surplus was being sold in 1950, however, Ocean Spray sales increased a million cases over 1948. *But* the fall crop, 984,000 barrels, broke all previous records.

Faced with the necessity, as well as the desire, to move more cranberries than ever before, the Association gave its advertising campaign a shot in the arm with a \$500,000 appropriation and stepped up its cranberry - with - chicken - the - year - round campaign to greater heights.

President Urann, Miss Stillman, Sales Manager Mann, Sales Promotion Manager Proesch and others personally went into the hinterlands as well as the big cities to give firsthand information about the campaign to brokers and their salesmen, the purpose behind it (to sell more cranberries for the benefit of everyone along the line), and what it was expected to accomplish.

The lift their enthusiasm gave to brokers and salesmen was followed by a marked upsurge in the number of grocery and meat department managers in the larger super markets and chain stores in the country, who agreed to cooperate in tying in cranberries with poultry on meat counters, in window displays and in local newspaper advertising.

The "n'er-the-twin-shall-meet" attitude was quickly broken down further by running tests of cranberries with chicken tie-ins in prominent stores and telling other stores of the surprising results obtained through photographs, sales tools, letters, circulars, etc.

For example, there was the case of the Mayfair Markets in Los Angeles. Normal three-day sales prior to testing the "Chicken 'n' Cranberry" promotion amounted to 1,409 chickens and 166 cans of Ocean Spray Cranberry Sauce. When chicken and Ocean Spray were featured together, three-day sales totals were 2,552 chickens and 1,370 cans of Ocean Spray—not only a substantial gain for Ocean Spray but an 85% increase for chickens.

Similarly, normal weekly sales in the four Big Apple Stores in Atlanta, went up 73% on chickens and 268% on Ocean Spray when the "Chicken 'n' Cranberry" idea was tested.

What's the Association up to next?

**Soon you'll be hearing the suggestion that
cranberries are good with all kinds of meats.**

Ever try it with ham and cold cuts?

they tie in local advertising, displays, etc., with the Association's national advertising in as many instances as possible.

This "team" started to operate with a definite pattern which, like the "team" itself, is continued today, in extended form, because of its numerous accomplishments.

With this pattern, Miss Stillman creates the advertising and sales programs and copy roughs. The roughs are turned over to the Association's advertising agency, Harry M. Frost Co., Boston, for production, selection of media and scheduling of advertisements.

The Cranberry Kitchen then selects cranberry recipes to fit in with the campaign and sends them out with story and pictures to magazines, newspapers, radio and television stations, and other media. This publicity is featured in food pages and women's programs at the same time the national advertising appears, to pre-sell the consumer to buy cranberries.

The next move is to make sure that grocers tie in their local advertising and displays with the Ocean Spray program. Miss Stillman sends a letter to all brokers and sales representatives telling them about the coming campaign and suggesting how they can help to put it over. A portfolio shows what Ocean Spray is doing to promote the campaign and includes samples of posters, advertising mats, advertisements, etc., available to grocers.

Then while Ocean Spray sales representatives call on customers and

Chicken without Cranberry Sauce?" and showed numerous ways to serve them together. Augmenting magazine advertising, colorful recipe leaflets portraying chicken and cranberry in such combinations as Twin Salad Plate and Party Sandwich Loaves were distributed by the thousands among consumers. Meanwhile, Ocean Spray sales representatives and broker salesmen called on grocers to promote "Chicken 'n' Cranberry" side by side in their local tie-in advertisements and in store displays.

But acceptance of the "Chicken 'n' Cranberry" idea did not assume extensive proportions overnight. In fact, sales during 1948 were not much over those of the previous year. There were two major snags in the picture:

One, managers of meat and grocery departments in the big super markets and chain stores invariably were different men and it was their conviction that as far as the products each sold are concerned "ne'r the twain should meet," especially tying in cranberries with poultry.

Another big handicap was the condition of the cranberry market. Following World War II many a Tom, Dick and Harry started to produce, can and try to sell unknown brands of cranberries. There was a surplus of more than 3 million cases on grocers' shelves. The National Cranberry Association, under a plan merging several cranberry processors and selling organizations, had agreed to help sell this market-glutting surplus gradually. The surplus still was 2 million cases when the "Chicken 'n'

Almost invariably, the tests showed a substantial gain in chicken sales as well as a big increase in demands for Ocean Spray.

Meanwhile, advertising and other promotional activities were extended rapidly. Advertising was placed on an all-year basis. The former November-December campaigns were extended to take in September and October, so they would start the moment the January-to-September "off season" advertising stopped. Practically every advertisement, poster, display piece, radio or TV program and other types of promotion featured the "Chicken 'n' Cranberry" theme.

The Ocean Spray promotional material then was slanted to stress the serving of "Chicken 'n' Cranberry" on special days: St. Valentine's Day, Easter, Father's Day, New Year's Day and others, in addition to Thanksgiving and Christmas when the theme became "cranberry sauce with either turkey or chicken."

For example, acting on Miss Stillman's belief that Father's Day should be an ideal occasion for chicken and cranberry sauce, particularly since chicken is plentiful and inexpensive at that time of the year, the idea was taken up with the National Father's Day Committee members. They agreed to proclaim chicken and cranberry sauce as the official bill of fare.

The carrying out of the idea, on June 21, 1951, backed by a barrage of magazine and newspaper advertising, TV and radio spots, special dealer displays, posters, etc., resulted in a surprisingly large sales volume.

The association also offered silver cranberry servers for both Jellied Cranberry Sauce and Whole Cranberry Sauce for 50 cents and two Ocean Spray labels. They were successful because they answered a consumer need—something with which to serve sliced cranberry sauce. (This offer continues. In three years it has resulted in the sale of more than 700,000 servers. Imagine what a boost they gave to "off season" sales!)

Fiscal year sales for 1953 were 4,896,973 cases, or approximately double those of 1948, when the campaign started, and more than 1,500,000 cases above 1950. January-to-September sales were more than double those of 1948.

Placement of advertising began to take on a pattern. It had been found by extensive research that the national magazines doing the best job for Ocean Spray were those in which food, fashion and fiction share about equal attention. Some of those in which regular insertions were made included *Ladies' Home Journal*, *Wo-*

man's Home Companion and *Good Housekeeping*.

Newspaper supplements such as *This Week* and *The American Weekly* were placed high on the Ocean Spray list, because they have the wide distribution of numerous newspapers and are as thoroughly read as magazines.

It was also found that magazines such as *Woman's Day* and *Family Circle* distributed through grocery stores brought good results because of their specialized readers—the people who do the family shopping.

Advertising and promotions were extended greatly in 1952 when the appropriation was increased from \$500,000 to \$750,000, an increase of 50%. The television schedule was broadened to reach millions of families twice weekly through WNAC-TV, Boston; WCBST-TV, New York; WMAR-TV, Baltimore; WD-TV, Pittsburgh; WNBQ-TV, Chicago; WWJ-TV, Detroit; and KSTP-TV, Minneapolis-St. Paul. The theme of all these programs again was: "Serve cranberry sauce with chicken."

January-to-September sales for 1952 jumped several hundred thousand cases to 1,439,761—an increase of 203% in five years. Total fiscal

appearing in the August issue of *Better Homes and Gardens*. That publication was chosen because it has featured for several years the backyard "cookout" and barbecue idea. Copies were also made available at grocery stores tying in with the promotion and display of Ocean Spray and chicken together. More than 500,000 booklets were given out during the first month and several additional hundred thousands thereafter.

The advertising pictured a typical American family at the dinner table with tempting platters of fried chicken and slices of Jellied Cranberry Sauce ready for eating, "Serve the Official Father's Day Meal, Fried Chicken and Cranberry Sauce," said the copy.

The advertisement was run in color in *This Week*, *The American Weekly*, *Atlanta Journal* magazine section and *The Denver Post* magazine section and in black and white in 54 leading newspapers in the United States and Canada. TV commercials heralded chicken and cranberry sauce as dad's official meal in Boston, Baltimore, Chicago, Detroit, New York, Minneapolis-St. Paul, Pittsburgh and St. Louis.

Sales representatives and broker salesmen called on grocers, city by

What has the "chicken 'n' cranberry" promotion accomplished? Well, January to September sales for 1953 are estimated at 1.7 million cases—a gain of 258% in six years.

year sales took another big jump.

Outstanding as a new promotion feature this year was a chicken with Ocean Spray Cranberry Sauce summer campaign having a "Chicken-Cranberry Barbecue" as an underlying theme. A prominent promotional piece in this drive was an illustrated booklet on "How to put on a Chicken-Cranberry Barbecue." This portrayed how to build simple backyard fireplaces for a family barbecue as well as huge barbecue stands of cement blocks for large crowds. It advised on the utensils to use, the food requirements of various size groups, how to serve Ocean Spray Cranberry Sauce in appetizing ways, and suggested recipes for making cranberry dip and cranberry relish.

Free copies of the booklet were offered in a full-color advertisement

city, presenting the campaign and helping set up chicken and cranberry displays. More than 34,000 display pieces were used.

Editorial suggestions and pictures went to scores of food editors of newspapers, to women's program directors of radio and TV stations to home economic instructors and dietitians.

Ocean Spray sold nearly 4 million cans of cranberry sauce that month, largely the result of the promotion. Clippings from newspapers which had used photographs and menu suggestions came in from all over the country and Canada. One came from Honolulu.

Total January-to-September sales for 1953 are estimated at 1,700,000 cases, a gain of 258% in six years in the former "off season."



They Sell Dream Worlds To Kids

Elliot and Ruth: they'll soon make a bubble hat . . .

When toy makers Elliot and Ruth Handler of Los Angeles, Cal., gamble \$20,000 to \$50,000 to market any new two-dollar toy, it's a long-shot chance on two of the most unpredictable things in the world—the reactions of a woman and a child.

Call it a sixth sense, just a hunch or marketing know-how of a billion-dollar industry—but the Handler's Mattel, Inc. is taking these toy merchandising plunges every year and, what's more, hitting the jackpot regularly. This year, with the hottest item in the toy world—The Dream Car—company sales are expected to soar well above the \$4.5 million gross last year, perhaps 30% of it on the car item alone.

The Handlers take a chance on a toy that they think will catch the grownups because "if they like it, they'll buy it for the kids."

As a result of that philosophical, yet accurate, business conviction, more than a million sport-car crazy kids from six to 60 will have soon picked up a dream car at department and other store outlets.

The car and dozens of other toy marketing successes, mostly music-makers, have made Mattel, Inc. the top West Coast toy manufacturer; one of the big 10 in the entire country. They now make 30% of all toys made in the West, ship 75% of their products east of the Mississippi.

The toy industry has until the last few years been sharply seasonal—July to December. Today it is rapidly ex-

panding to a year 'round proposition — thanks to ingenious designs, thorough promotion, more widespread and varied marketing outlets and products with wider appeal.

The new Dream Car and most of the Mattel toy line of music makers aptly fit the above. Designed by Handler, the plastic and metal car was on the drawing boards for several years and its introduction was a question of timing, which by fabulous luck tied in with the sports-car and cars-of-the-future craze this year.

Frustrated Car Designer

Handler, a frustrated car designer, felt the need for a new kind of toy car, stressing beauty of design rather than utility or "it-can-do-blah" appeal. However, a big risk was involved—tooling costs alone would be \$40,000. Everyone was skeptical in the office, and others at the March 1953 Toy Show, where it was first introduced, had misgivings.

General skepticism was twofold: (1) it was a completely new type of toy for Mattel; (2) it was completely different. But the investment was made on an off-chance basis. It might have been the biggest flop or the biggest success.

Suddenly, and virtually without warning, this year, the whole sports and futuristic car craze erupted at just the right time for Mattel, Inc. General Motors' touring Motorama,

publicity in *Time* and *Life* and the "hot rod" magazines all broke at once. Mattel rushed the car into production (tooling had been finished earlier) and put the cars on a few test counters. They walked off!

At the toy show, reaction had been good. Of three new Mattel toys, including the Trapeze Man and Musical Blackbird Pie, the Dream Car ran third in sales at the show. Some felt it overpriced (\$1.98), said it lacked sparks, sirens, gadgets. But Mattel kept on plugging its design features and its uncovered friction motor. The skeptics waned.

Many teenagers asked for a dream car to copy on a bigger scale, to build "hot rods." Buyers bought in sample quantities, said it would depend on what the consumer did.

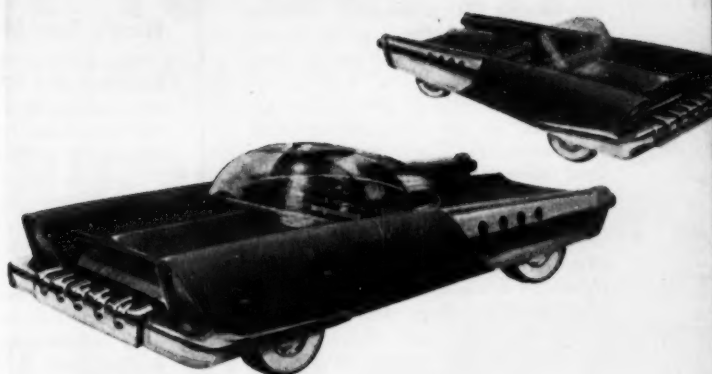
Before the Toy Show, Cliff Jacobs, sales manager, and Mrs. Ruth Handler, vice-president, sales, had shown cars to some top buyers in Los Angeles to get reactions which were varied. Some said, "tremendous." But in April after the show, the buyer at a large Los Angeles department store wanted to see how it would move over the counter.

Handler's faith was confirmed. The store took a 50-50 half page cooperative advertisement in the *Los Angeles Sunday Times*, ordered 100-dozen and waited. The first public test was a tremendous success: 1200 cars sold in three days, 50% off counter, balance by mail and phone order. Color preferences were

SALES MANAGEMENT

...and celebrate each new milestone in musical toy production with an ice cream party. That's Mattel, Inc. . . .

BY NAT & ELEANOR WOOD



... in the dust of a futuristic Dreamliner.

checked: red, chartreuse, blue and black, in that order, were the results. The store ordered 50-dozen more for May.

In addition, a big national dime store chain tested the car, including counter and window displays, in three stores. Said the manager: "The cars literally disappeared from the counters." The test was amazing in view of the fact that April is off-season and toys customarily don't sell in that quantity.

Shortly thereafter, in May and through July of this year, similar successes were chalked up. A San Francisco department store ordered 18-dozen, two days later sold out and reordered 18-dozen more for mail orders. "We had no trouble at all in selling 52-dozen in one week," said the buyer for a prominent Philadelphia store, using a Sunday advertisement in the *Inquirer*. Even before the advertisement ran, the store cleaned out its floor stock several times.

The company knew it had a good thing, immediately lined up 25 key department stores, for quarter-page or more advertising on a cooperative basis, in off-season months. The objective: to activate the whole country via newspaper schedules. The quick campaign excited retailers and wholesalers as well as the department stores.

Publicity-wise Joe Weston, advertising manager, sent out stories to automotive publications, newspapers, science magazines, business papers,

television and radio stations.

But behind all the fanfare was a closely-knit, sales-conscious selling and merchandising organization long experienced in promoting Mattel toys. And they'd never seen anything like this before. Two crucial handicaps had to be overcome in building the toy business: (1) The seasonal nature of the industry which made direct salesmen unfeasible; (2) A freight rate differential of \$350,000 annually from that enjoyed by East Coast manufacturers. Mattel, Inc. must prepay freight whereas the eastern toy maker can ship FOB factory. It means that Mattel has had to redouble its efforts to hold toys in the \$1-\$2 range by finding new and ingenious designs that will sell readily, and by developing efficient mass production and marketing methods for low-cost-per-unit manufacture.

Try-out on Employees

First of all, hand-made models costing \$300-\$500 are produced, for a \$1 or \$2 toy on the production lines. Children of the 600 plant employees, and others, are used to test the toy, plus reactions of the top buyers in the Los Angeles area. There was a time when, after Handler's effervescent mind hatched the design ideas, they were "thrown to the boys"—the designing staff—and then rushed into production.

Elliot Handler used to rely on the reaction of his own children to test

new toys, but they have become so blasé it's almost impossible now to tease their fancy. However, even today his own intuitive feelings are still the best guide, he thinks.

Testing the product's construction is also important before production. For example, the dream car's fenders were pulled back to prevent marring of walls, etc. A bumper was added to soften impact on the toy and furniture. It is made of semi-impact plastic and steel trim, chrome plated.

Handler's hunches are now more scientifically backed. An expanding market testing program of product and media testing has been developed. The company makes good use of SALES MANAGEMENT's various indexes of buying power, charts and other research material, including the *Survey of Buying Power*, for setting up territory quotas. They find these valuable in implementing their own sales and distribution policies.

Good national distribution, a major factor in toy merchandising, is built around 16 manufacturer's representatives, including three men in Los Angeles who cover 12 far western states. Three-quarters of Mattel's business is channeled through toy jobbers, drug and variety store jobbers. They also market through department stores and chains. With the exception of department stores, they do not sell direct to individual toy stores, or independents.

A large volume is placed through major mail order houses; the major

tire companies all do a large toy business. Catalogs go to dealers and independent automotive dealers. Through large coffee and tea houses a surprisingly good volume is channeled.

These channels of distribution are contacted by the 16 manufacturers' representatives. They act as independent sales agents, on a commission basis.

Close co-ordination with these representatives is most important, says Handler. Prior to the annual toy show they bring them in for company-wide sales meetings near the show locale. But that isn't the limit for personal contact. Factory officials get out in the field frequently and feel the buying pulse by working with salesmen. From the Los Angeles office they supply detailed product information, copies of orders received through the mail, and shoot out bulletins when there is a rush of orders.

Marketing and research are integrated with production and sales, advertising and promotion. Through close co-ordination of sales and production, Mattel is thus able to estimate production needs fairly close for the whole year, purchasing raw materials, etc. The smooth-functioning production lines turn out 50,000 cars a week on three shifts, about the same as the number coming off Detroit assembly lines on a larger scale.

An interesting method employed to push sales is the Christmas demonstrator for department and other interested stores. Mattel pays the full salary of a demonstrator in any store which runs a display of its merchandise. In addition, the west coast toy manufacturer pays the demonstrator 1% of her retail sales as noted on a daily report form sent to the factory. Seventy-five demonstrators are set for this Christmas.

Demonstration Money

They are hired and trained by the individual stores. Earned demonstration money can also be applied on newspaper advertising, if the retailer so desires. The schedule includes demonstrators' salaries for two weeks for a \$2,000 order; three weeks for \$3,000 order; four weeks for \$4,000 order, and an extra week for each additional \$1,000 order above \$4,000. No cumulative order credit is given and Mattel requires orders to be made by July 31st for shipment as needed, with reorders not counted unless in \$1,000 blocks or more.

Four-color spring and fall catalogs are sent to jobbers, who give

Here's Your Market

"Every fourth person alive has been born since 1939. Since 1938 we've added 29 million people. Real income after taxes has nearly doubled. For every 100 families—15 years ago—there are 138 today and the groups which a few years ago, had relatively little buying power are economically important to us today. We are told that, based on real income, after taxes, two customers are worth more than three customers were 15 years ago." **Arthur A. Porter, v.p.** Leo Burnett Co., Inc., to the annual meeting of Iowa Broadcasting Association.

them to their salesmen. The company's advertising manager, Joe Weston, works closely with the art department, which turns out catalog designing, packaging, and art work for the toys. Direct mail goes to jobbers and chain stores with frequent sales report blasts issued as bulletins, flyers, and sales letters, covering items and policies, to distribution chains. Close attention is paid to all inquiries by the factory.

Mattel's advertising, for the most part, is cooperative with the retailer. On the company's full line of toys they allot 1½% for advertising and promotion. The company as yet has not been able to afford national campaigns in consumer magazines, but that is an ultimate objective.

Meanwhile, the firm has prepared a campaign featuring a permanent self-service aisle display for department stores at a \$10,000 cost (\$150 each), but at no cost to the retailer. Mattel, Inc. spends a good deal on package design, all bright and colorful, many with pictures of the toy on them.

They hope to increase year 'round toy sales by keeping toys always on display in this fashion. Hopes are high that these displays will provide a method of consumer advertising and put an end to the seasonal bug in the toy industry.

Shortly after the first buying surge of the Dream Car, Mattel introduced a four-tiered wire display rack for point of purchase, holding four cars. The rack has found its way into many chain, toy, drug and other types of retail outlets. Many toy jobbers hold their own toy shows and Mattel

provides display material for them.

By and large a toy will hold up sales-wise for two or three years after its initial splurge. "Hot flashes" sell big the first year and then taper off. "Staples" go on year after year. The "busts"—toys that don't catch on, are dropped after one season if they don't exceed the break-even point. Mattel has managed to keep out of the "bust" column.

Lady Luck had a broad grin for the Handler's this year—all three new toys are going over big—the car, musical pie and flying trapeze, the latter two musical. Generally six new toys come out of Mattel's smooth running production lines each year. Two to three are introduced in spring and fall, at the Toy Show in March, and in October. January through March is considered the spring season while the fall season goes to December, with the summer months generally poor.

The company's new "singing bumpy rubber belt," is proof that million-dollar ideas need not be complex; all you have to do is think along the right sound track. The track is an endless rubber belt about two inches wide, with a lot of carefully spaced bumps on it. When the belt is revolved by turning a small handle, the bumps flick steel wires set in a comb of zinc, and out of the Mattel toy burst the strains of "Pop Goes the Weasel."

His \$100,000 Income

The genius behind the musical belt is Ted Duncan, former film studio musical arranger, who now tinkers happily in his backyard workshop with a \$100,000 annual royalty income.

Music boxes with the belt, more than 20,000,000 of them of various designs, have been sold to harmony-conscious parents and kids around the world, even in far off toy markets of Turkey, Hong Kong, South Africa, Canada, Mexico, South America and England. Anyone who can turn a handle can make music with these toys.

Not all are of the hurdy-gurdy type. There are the best-seller illustrated musical books (3 million copies sold); the musical cowboy Ge-Tar (6 million sold); Jack-in-the-Box (3 million) and the more recently developed musical greeting cards distributed through a greeting card manufacturer.

This spring, Mattel toy fans will have an opportunity to witness their latest "dream toy"—a bubble hat for those who are forever blowing bubbles.

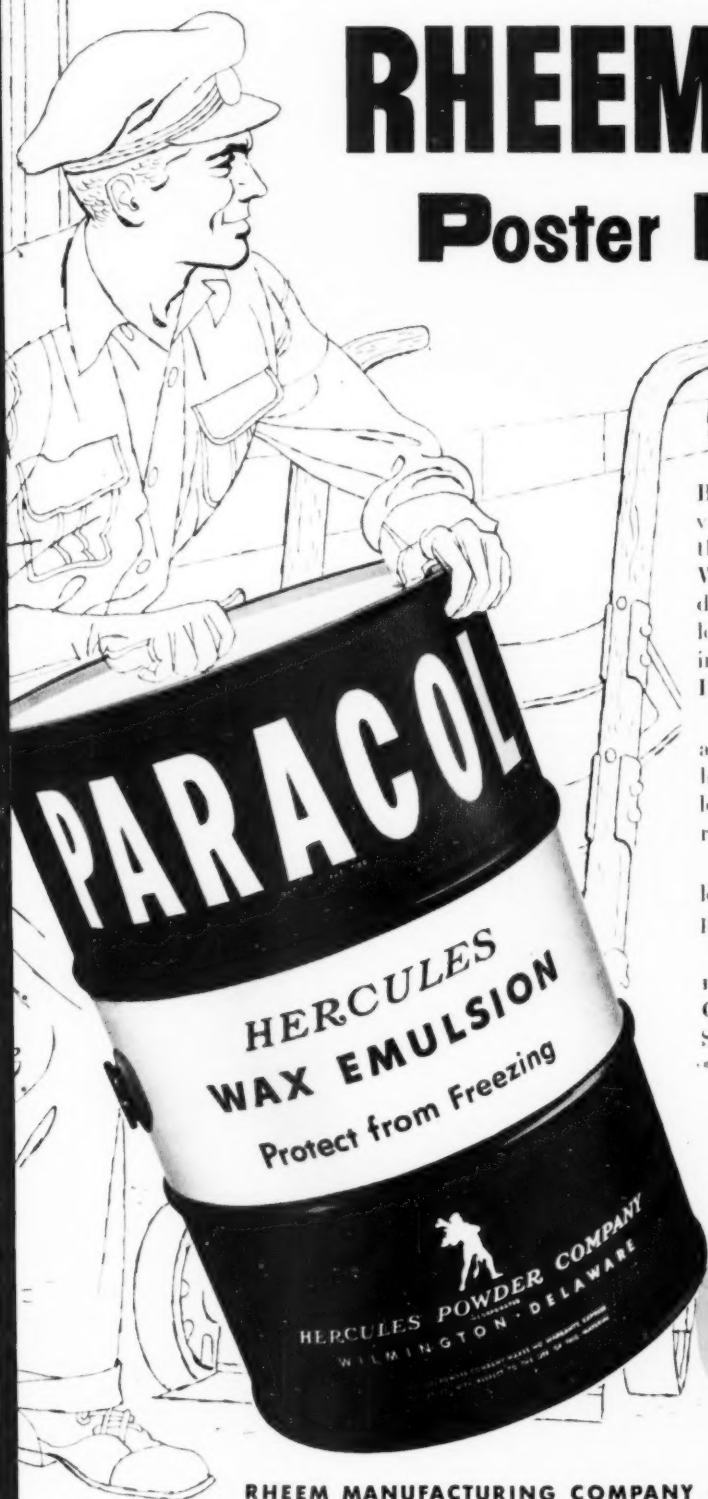
IT'S EASY TO SEE...

...why *HERCULES POWDER COMPANY* uses

INCORPORATED

RHEEMCOTE

Poster Drums*



Because Hercules Powder Company knows the value of product and trade mark identification, they use Rheemcote Poster Drums to ship Paracol** Wax Emulsion. These sturdy top-quality steel drums make it easy for shippers and handlers to locate Paracol on piers and loading platforms and in warehouses. And they continually advertise the Hercules name in ports all over the world!

Rheemcote containers can be lithographed in any number of colors, any design, including halftones. The high-gloss finish is tough, long-lasting. When necessary, interiors can be roller-coated with special protective lacquers.

If your product is shipped in steel containers, let Rheem show you the way to added prestige and profit... with Rheemcote Poster Drums.

Write for free colorful booklet on this powerful new advertising medium. Rheem Manufacturing Company, 4361 Firestone Boulevard, South Gate, California.

**REG. U. S. PAT. OFF. by Hercules Powder Company

*Sell as
you Ship
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**Protection
Display**

Rheemcote drums

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CALIFORNIA: DOWNEY, NEWARK, RICHMOND, SAN PABLO, SOUTH GATE • ILLINOIS: CHICAGO • LOUISIANA: NEW ORLEANS • MARYLAND: SPARROWS POINT • NEW JERSEY: BURLINGTON, LINDEN • TEXAS: HOUSTON • FOREIGN PLANTS — ARGENTINA: BUENOS AIRES • AUSTRALIA: BRISBANE, FREMANTLE, MELBOURNE, SYDNEY • BRAZIL: RIO DE JANEIRO • CANADA: HAMILTON • ITALY: MILAN • PERU: LIMA
SINGAPORE • UNITED KINGDOM: BRISTOL.



SURE CURE FOR HEADACHES

Does hustling, progressive Small-Town America have its headaches along with its large city counterparts?

Note this: Last year, alone, 96.3% of all GRIT Families bought headache remedies — and over 20% of these bought one particular brand (See Case History #12). Why? Because it has been a steady consistent advertiser in GRIT.

People in Small-Town America read GRIT—for few towns under 2,500 have daily newspapers. This market in GRIT-America is

highly important. It's made up of more than 16,000 Small Towns . . . with a population larger than Buffalo, Cincinnati, Kansas City, Minneapolis and Seattle — *combined!*

When you advertise in GRIT you reach this market with a powerful force . . . because GRIT's 80-20 editorial-to-advertising ratio means less competition . . . and this pans out in increased sales.

If you're interested in seeing actual results — we'll be glad to show you plenty of real case histories. No obligation, of course.

CASE HISTORY No. 12

A Success Story hard to believe —but true, Folks!

For many years, B.C. Headache Remedy has used small space ads to advertise in GRIT!

Result? 146,640 families (more than 20%) now prefer B.C.

**YES— YOU CAN STILL
STRIKE IT RICH
IN OUR COUNTRY!**



GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

Represented by Sclaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.



"If ye have faith as a grain of mustard seed . . . nothing shall be impossible unto you." —Matt. 17-20.
It's come true for Maurice and Mary Alice Flint.

Success Built from a Failure

The Flint Mustard Seed Remembrancer begins with the story of two lives which had lost sight of serenity and security in the confusion of modern-day living. In searching for faith they have helped thousands of people to be happier.

BY DR. NORMAN VINCENT PEALE

Let me tell you the thrilling story of my friends Maurice and Mary Alice Flint. I became acquainted with them when a previous book of mine, *A Guide to Confident Living*, was condensed in *Liberty* magazine. Maurice Flint at that time was failing, and failing badly. Not only was he failing in his job, but as a person as well. He was filled with fear and resentment and was one of the most negative persons I have ever encountered. He was endowed with a nice personality and at heart was a wonderful fellow, but he had simply messed life up as he himself admitted.

He read the condensation of the book in which is emphasized the idea of "mustard-seed faith." At this time he was living in Philadelphia with his family, a wife and two sons. He telephoned my church in New York, but for some reason did not make contact with my secretary. I mention this to show his already changing

mental attitude for normally he would never have called the second time, because it was his pathetic habit to give up everything after a feeble effort, but in this instance he persevered until he got through and secured the information relative to the time of church services. The next Sunday he drove from Philadelphia to New York with his family to attend church, which he continued to do even in the most inclement weather.

In an interview later he told me his life story in full detail and asked if I thought he could ever make anything of himself. The problems of money, of situations, of debts, of the future, and primarily of himself were so complicated and he was so overwhelmed with difficulty that he regarded the situation as completely hopeless.

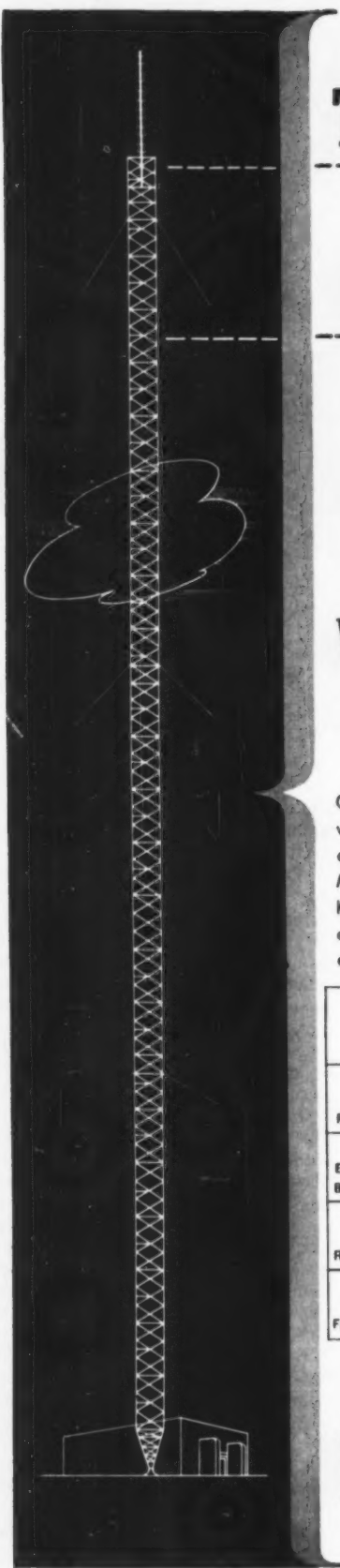
I assured him that if he would get himself personally straightened out

and get his mental attitudes attuned to God's pattern of thought, and if he would learn and utilize the technique of faith, all of his problems could be solved.

One attitude that both he and his wife had to clear out of their minds was that of resentment. They were dully mad at everybody and acutely so at some. They were in their present unhappy condition, so they reasoned in their diseased thoughts, not because of any failure on their part but because of "dirty deals" other people had given them. They actually used to lie in bed at night telling each other what they would like to say to other people by way of insult. In this unhealthy atmosphere they tried to find sleep and rest, but with no successful result.

Maurice Flint really took to the faith idea. It gripped him as nothing ever had. His reactions were weak, of course, for his will power was disorganized. At first he was unable to think with any power or force due to his long habit of negativism, but he held on tenaciously, even desperately, to the idea that if you have "faith as a grain of mustard seed, nothing is impossible." With what force he did have he absorbed faith. Of course, his capacity to have faith gradually increased as he practiced it.

One night he went into the kitchen where his wife was washing dishes. He said, "The faith idea is com-



**maximum
TOWER HEIGHT**

**maximum
POWER**

**maximum
RESULTS**

**coming to
WTAR-TV
JANUARY FIRST**

Our new 1049-foot tower and 100,000 watts power will give advertisers the only total primary coverage of America's Miracle Market — Norfolk, Portsmouth, Hampton, Warwick, Newport News and contiguous area of Tidewater Virginia and North Carolina.

	Within Grade A	Within Grade A and Grade B	Within Grade A, Grade B and 100 mv Line
Population	784,880	1,158,000	1,600,400
Effective Buying Income	\$1,073,371,850	\$1,415,186,000	\$2,040,385,800
Retail Sales	\$702,570,950	\$919,355,950	\$1,406,713,050
Families in Area	207,825	295,655	419,335

Data from SALES MANAGEMENT'S Survey
of Buying Power, May 10, 1953.

WTAR-TV
Norfolk

paratively easy on Sunday in church, but I can't hold it. It fades. I was thinking that if I could carry a mustard seed in my pocket, I could feel it when I begin to weaken and that would help me to have faith." He then asked his wife, "Do we have any of those mustard seeds, or are they just something mentioned in the Bible? Are there mustard seeds today?"

She laughed and said, "I have some right here in a pickle jar."

She fished one out and gave it to him. "Don't you know, Maurice," Mary Alice said, "that you don't need an actual mustard seed. That is only the symbol of an idea."

"I don't know about that," he replied. "It says mustard seed in the Bible and that's what I want. Maybe I need the symbol to get faith."

He looked at it in the palm of his hand and said wonderingly, "Is that all the faith I need—just a small amount like this tiny grain of mustard seed?" He held it for a while and then put it in his pocket, saying, "If I can just get my fingers on that during the day, it will keep me working on this faith idea." But the seed was so small he lost it, and he would go back to the pickle jar for another one, only to lose it also. One day when another seed became lost in his pocket, the idea came to him, why couldn't he put the grain of mustard seed into a plastic ball? He could carry this ball in his pocket or put it

A PRACTICAL GUIDE TO MASTERING
THE PROBLEMS OF EVERYDAY LIVING

**THE Power OF
Positive
Thinking**

NORMAN VINCENT PEALE

AUTHOR OF THE GREAT INSPIRATIONAL BEST-SELLER
A GUIDE TO CONFIDENT LIVING

The Reverend Dr. Peale, pastor, Collegiate Marble Church, New York City, wrote this moving account of the Flints' story for his book, "The Power of Positive Thinking," copyrighted in 1952 by Prentice-Hall, Inc., New York City.

SALES MANAGEMENT

THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3135

Why are there so many

"one-fisted" Sales Managers?



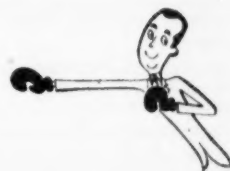
Sales managing is a "two-fisted" job. But some Sales Managers tie one hand behind their backs by defining their jobs in terms of super-salesmanship only.

These men got to be Sales Managers because they were top-notch salesmen. They're expert and specialized in the use of that one arm of selling - personal salesmanship. Becoming Sales Managers has merely made it possible for them to use that arm more prodigiously. They're "one-fisted" Sales Managers.

To the extent that a Sales Manager is a teacher, and can pass along his enthusiasm, his knowledge, his experience, and his superior sales techniques to his men, he can undoubtedly turn up a record of reduced unit sales costs by virtue of his teaching talent. But he's still a "one-fisted" Sales Manager.

NOW - if, in addition to good selling and good teaching, he makes good use of that second strong "fist", the promotional aids to selling, he will greatly multiply the possibilities of reducing unit sales costs. He will make the best possible use of handbooks, sales kits, publication advertising, catalogs and bulletins, direct mail, manuals, publicity and merchandising. He will put those promotional aids to work to solve two problems:

1. How to give his salesmen more prime prospects to call on - prospects who are known to be interested in the product.
2. How to make it possible for his salesmen to spend less time on elementary explanation of the product's features; more time closing sales - which is one part of the sales job that only salesmen can do.



Thus the Sales Manager will greatly multiply the sales-producing ability of his whole sales organization. He will be in a better position to show his top management how lower unit sales costs can play an important part in his company's profit picture.

He will have become a "two-fisted" Sales Manager.

Sincerely yours,

The Schuyler Hopper Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

"Experienced in the profitable use of the tools that help build sales at lower unit sales cost."

NOVEMBER 10, 1953

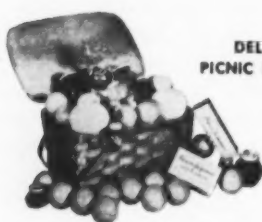
Straight from Sunny Florida?

THERMAL BASKET,

packed with luscious fruit, delicacies! Gay as a Highland Fling, it keeps foods & beverages hot or cold for hours... arrives crammed with tree-ripened oranges, tropical jellies, candy and stuffed dates on a snack dish of hand-carved Haitian mahogany. Gift No. D-1; Red Plaid 14-qt. Thermal Basket. Prepaid 27.95



DELUXE PICNIC BASKET,



with choice fruit and tropical treats! Coconut patties, pecan roll, a whole crystallized orange, 6 favorite jellies, lots of oranges and grapefruit. Sturdy, 2-handled woven basket is ideal for picnics, shopping. Gift No. D-10. Prepaid 12.95

ALSO Gift No. D-21, 1/2-Bushel Basket of oranges, grapefruit, or mixed; about 27 lbs. Prepaid 4.95

Gift No. D-20, Full Bushel Fruit, as above; about 55 lbs. Prepaid 7.75

ORDER NOW for Xmas delivery! Mention gift number and send check or money order. Many other gifts from \$1.50. Write for free catalogue.

THE CORNUCOPIA

Dunn and Dean of Florida, Inc.

3139 Commodore Plaza, Coconut Grove, Fla.

066-D-2

Coming . . .

Man with a Xmas Tree

All about Al Berg and the Halvorson Xmas trees . . . a story of personal selling.

In Sales Management
November 20.



How It Has Grown

The Flints Original Mustard Seed Remembrancer is marketed in 24 items, priced from \$1.50 to \$40, through 1,000 retail outlets. Sales run now about \$175,000 a year. The plant in Kansas City, Mo., employs 10 to 20 people.

The Remembrancer is a clear, transparent ball containing a genuine dark mustard seed. The three-step metal mounting signifies Faith, Hope, and Charity.

on his watch chain always to remind him that if he had "faith as a grain of mustard seed, nothing would be impossible unto him."

He consulted a supposed expert in plastics and asked how to insert a mustard seed in a plastic ball so there would be no bubble. The "expert" said it could not be done for the reason that it had never been done, which of course was no reason at all.

Flint had enough faith by this time to believe that if he had faith "even as a grain of mustard seed" he could put a mustard seed in a plastic sphere. He went to work, and kept at it for weeks, and finally succeeded. He made up several pieces of costume jewelry: necklace, bow, pin, key chain, bracelet, and sent them to me. They were beautiful, and on each gleamed the translucent sphere with the mustard seed within. With each one was a card which bore the title, "Mustard Seed Remembrancer." The card also told how this piece of jewelry could be used; how it would remind the wearer that "if he had faith, nothing was impossible."

Would They Sell?

He asked me if I thought these articles could be merchandised. I was a bit doubtful, I must admit, and showed them to Grace Oursler, consulting editor of *Guideposts* magazine. She took the jewelry to our mutual friend, Mr. Walter Hoving, president of Bonwit Teller Department Store, one of the greatest executives in the country. He at once saw the possibilities in this project. Imagine my astonishment and delight when in the New York papers a few days later was a two-column advertisement reading, "Symbol of faith—a genuine mustard seed enclosed in sparkling glass makes a bracelet with real meaning." And in the advertisement was the Scripture passage, "If ye have faith as a grain of mustard seed . . . nothing shall be impossible unto you." (Matthew 17:20) These

articles sold like hot cakes. Now hundreds of great department stores and shops throughout the country find difficulty keeping them in stock.

Mr. and Mrs. Flint have a factory in a Midwestern city producing Mustard Seed Remembrancers. Curious, isn't it—a failure goes to church and hears a text out of the Bible and creates a great business. Perhaps you had better listen more intently to the reading of the Bible and the sermon the next time you go to church. Perhaps you, too, will get an idea that will rebuild not only your life but your business as well.

Faith in Original

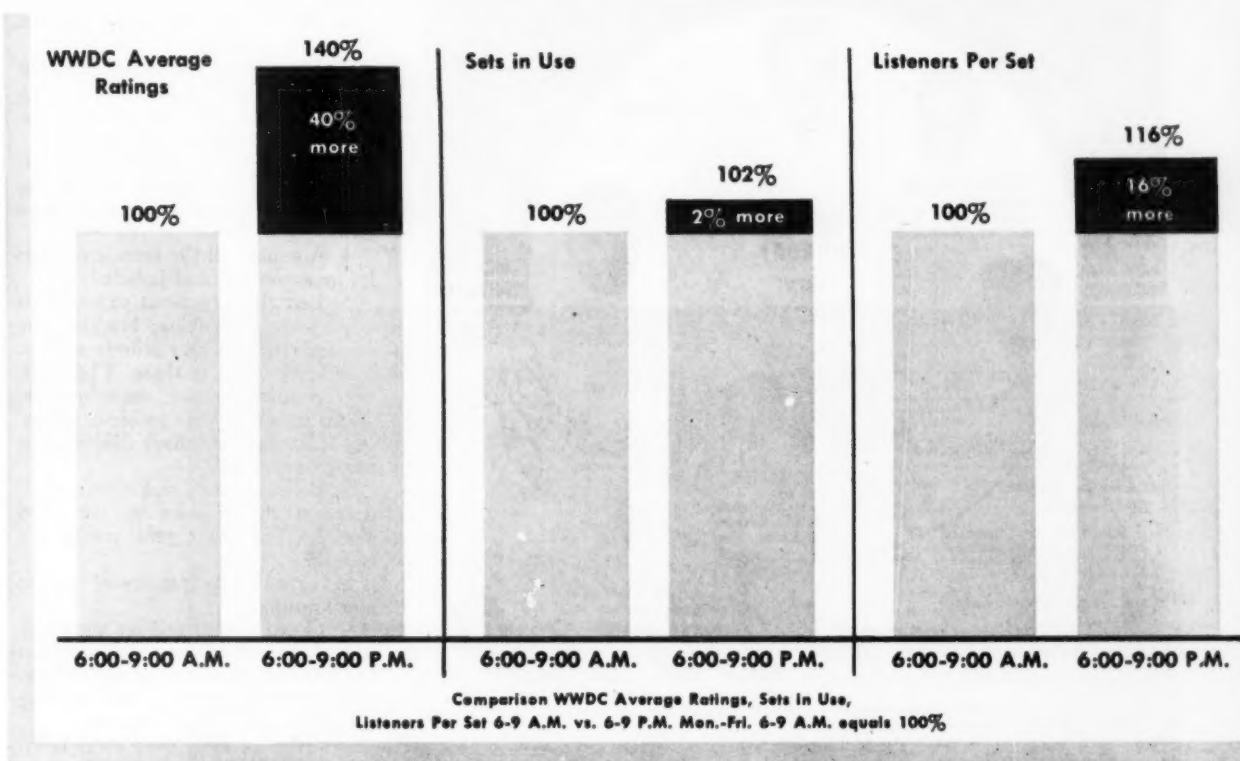
Faith in this instance created a business for manufacturing and distributing a product that has helped and will help thousands upon thousands of people. So popular and effective is it that others have copied it, but the Flint Mustard Seed Remembrancer is the original. The story of the lives that have been changed by this little device is one of the most romantic spiritual stories of this generation. But the effect on Maurice and Mary Alice Flint—the transformation of their lives, the remaking of their characters, the releasing of their personalities—this is a thrilling demonstration of faith power. No longer are they negative—they are positive. No more are they defeated—they are victorious. They no longer hate. They have overcome resentment and their hearts are filled with love. They have a new outlook and a new sense of power. They are two of the most inspiring people I ever knew.

Ask Maurice and Mary Alice Flint how to get a problem solved right. They will tell you—"Have faith—really have faith." And believe me, they know.

If as you read this story you have said to yourself negatively (and that is being negative), "The Flints were never so bad off as I am," let me tell you that I have scarcely ever seen

In Washington, D.C. EVENING IS EVEN BETTER

particularly over WWDC, Washington's Personality Program Station



*Source: The Pulse of Washington, July-August, 1953

It's an eye-opener but it's true—evening radio time is even better than early morning which is indisputably a splendid value considering listeners per set, audience turnover and family-type audience.

For example, a survey* made in Washington, D.C. of the three hour periods 6:00-9:00 P.M. versus 6:00-9:00 A.M. Monday through Friday produced this astounding comparison:

- 40% higher average ratings on WWDC in the evening.
- 2% more sets in use in the evening.
- 16% more listeners per set in the evening.

The figure for sets in use at night is especially arresting because Washington, D.C. is a mature television market, and a city where early rising hours have contributed to greater radio listening in the morning.

And Washington, D.C. is just one of many other markets across the nation—again including mature television areas—where evening radio offers a much bigger audience than early morning, and a much lower cost per thousand for advertisers.

All percentages point to evening radio as today's best buy. Advertisers and agencies who want to get the most for their money can get detailed proof of this statement simply by calling their John Blair man *today!*

This is one in a continuing series of advertisements based on regular syndicated audience measurement reports. To achieve a uniform basis of measurement, the radio stations chosen for this series are all John Blair-represented outlets . . . all in major markets.

**JOHN
BLAIR
& COMPANY**

**REPRESENTING LEADING
RADIO STATIONS**

NEW YORK • BOSTON • CHICAGO
ST. LOUIS • DETROIT • DALLAS
SAN FRANCISCO • LOS ANGELES

The Hour of Stars

Available for Sponsorship over WIOD, Miami



★ TONY MARTIN
8:15-8:30 A.M.
Sponsored by
National Airlines, Inc.



★ GINGER ROGERS
8:30-8:45 A.M.
1/4-Hour Available
... or 1-Minute
Participating ...
or Station Break

**MONDAY
thru
FRIDAY**



★ PEGGY LEE
9:00-9:15 A.M.
1/4-Hour Available
... or 1-Minute
Participating ...
or Station Break



★ DICK POWELL
8:45-9:00 A.M.
1/4-Hour Available
... or 1-Minute
Participating ...
or Station Break



★ BILLIE & BILL
9:15-10:00 A.M.
Available for Sponsorship ...
or 1-Minute Participating ...
or Station Breaks



Established January 18, 1926

**★ Competing Products
Not Accepted**

**★ Billie O'Day, WIOD Women's
Commentator and Billie Ross team
up to chat about food, fashions
and topics of local, state and
national interest ... plus the
topps in popular recorded music.**

James M. LeGate, General Manager
5,000 WATTS • 610 KC • NBC Affiliate
National Rep., George P. Hollingbery Co.

anybody as badly off as were the Flints.

Now I wish to give 10 simple suggestions as a concrete technique to use generally in solving your problems:

1. Believe that for every problem there is a solution.

2. Keep calm. Tension blocks the flow of thought power. Your brain cannot operate efficiently under stress. Go at your problem easy-like.

3. Don't try to force an answer. Keep your mind relaxed so that the solution will open up and become clear.

4. Assemble all the facts impartially, impersonally, and judicially.

5. List these facts on paper. This clarifies your thinking, bringing the various elements into orderly system. You see as well as think. The problem becomes objective, not subjective.

6. Pray about your problem, affirming that God will flash illumination into your mind.

7. Believe in and seek God's guidance on the promise of the 73rd Psalm, "Thou wilt guide me by thy counsel."

8. Trust in the faculty of insight and intuition.

9. Go to church and let your subconscious work on the problem as you attune to the mood of worship. Creative spiritual thinking has amazing power to give "right" answers.

10. If you follow these steps faithfully, then the answer that develops in your mind, or comes to pass, is the right answer to your problem.

**SAN BERNARDINO
RIVERSIDE
COUNTIES**

THE *New*
METROPOLITAN AREA

...4th in California...6th on the Pacific Coast...30th in the U.S.A.*

You'll get the jump on competition in this "sleeper" market! It's wide awake, with over a million eyes, eyeing and buying products to the pleasant tune of over \$750,000,000 per year.

It's growing like mad! In addition to its vast agriculture (6th in U.S.A.) and world famous resorts, steel mills, industrial plants, small manufacturers, suppliers and military establishments are bringing new residents by the thousands. Jobs are

plentiful and living is good. Even Californians are amazed at its spectacular growth.

People with money to spend are its biggest attraction. High expendable income and a large number of families (30th in U.S.A.) living in individual houses add up to tremendous food, drug, household and automotive sales! Get your share of this big, fast growing market with its High Spot Cities of Riverside and San Bernardino.



Population 514,800
*Number of Families 164,200
Retail Sales 534,646,000
Expendable Income 750,000,000

The cities of San Bernardino and Riverside are half again as far from Los Angeles as Washington is from Baltimore. It's a two hour train trip!

For Unduplicated Coverage
of This Important California Market

SAN BERNARDINO
SUN and TELEGRAM

Represented Nationally by Wahl-Muller & Co., Inc.

RIVERSIDE
PRESS and ENTERPRISE

Represented Nationally by Doyle & Hawley

Copy, 1952 Sales Management Survey of buying power, further reproduction not licensed.

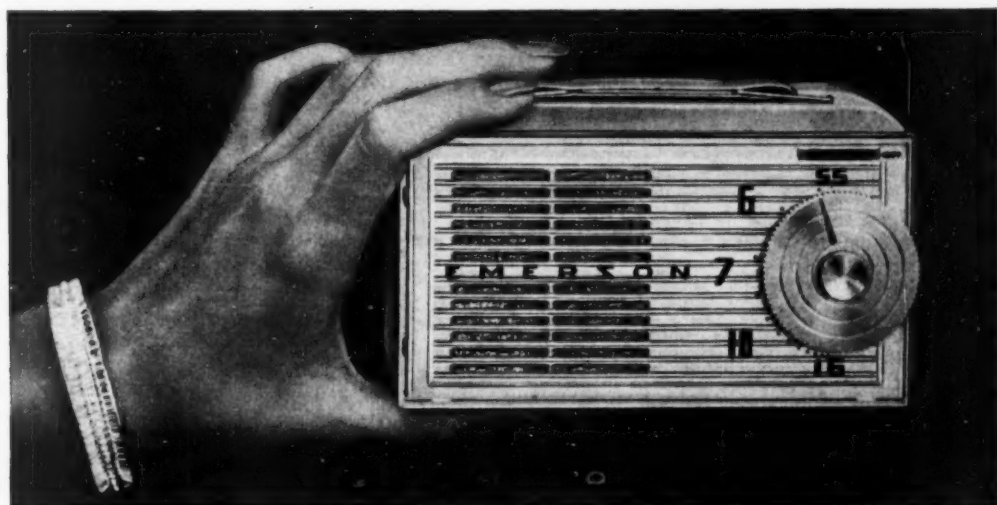
Nothing To Fear . . .

If the Cold War stops we needn't fear a business recession insists **Hobart C. Ramsey**, Worthington Corporation's president. Such a calamity is "entirely unwarranted by the facts," he recently told Columbia University School of Engineering's alumni. "The unfilled needs and wants of Americans is a tremendous pressure on our economy today—far greater than most people realize. This pressure, coupled with the dynamic planning of modern American industry . . . can . . . fill any possible valleys occasioned by a decline in defense production. And remember, the American industrialist knows that peace business is far better than war business . . ."

MARK CROSS

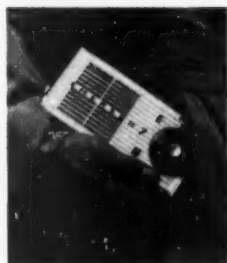
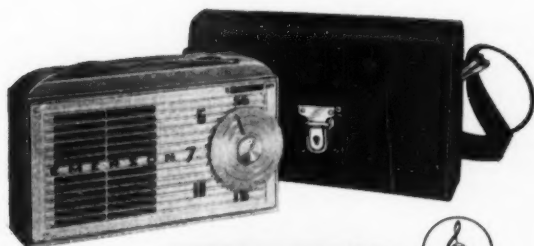


LET MARK CROSS TAKE CARE OF
YOUR QUANTITY GIFT ORDERS WITH
THE WORLD'S TINIEST PORTABLE RADIO



6" wide, 1 1/4" deep.

IN A MARK CROSS LEATHER CASE
WRITE US ABOUT QUANTITY PURCHASES



Mark Cross has a simple but wonderful answer for your annual gift list. The fabulous little Emerson pocket portable radio in a Mark Cross leather carrying case is the one gift that's perfect for everybody. It's a midget miracle of engineering precision — with an amazingly full, clear tone.

Mark Cross is an expert at arranging quantity gift orders. Just give us the word and we take care of the rest. The radio cases will be marked in gold, with individual initials, gift wrapped (in the famous Mark Cross package), and will be shipped by Mark Cross to each designated recipient.

Price: Radio \$40. With Hide Case \$45.

With Pigskin Case \$47.50 (less quantity discount).

MARK CROSS, FIFTH AVE. AT 55TH, NEW YORK 22

In theory ...

Role Playing Is Ideal for Training

What does it offer management? Why do trainees respond to it? Where can it fail? What about script? And equipment? Here are detailed answers to your 24 questions.

BY GUSTAV R. STAHL,*

Chairman, Management Development Center

What is role playing?

It is a "learning by doing"; that is, handling a human relations problem in a "practice session" in the presence of a group and under a trainer's supervision or guidance.

The word "role" derives from a French term for the actor's part in pageants and drama of the middle ages which used to be written in parchment and so rolled up. There is an important difference between "role" as used on the stage and as used in training for business "roles." On the stage the actor is confined to following and speaking the lines written by the playwright. In training for business situations the trend is toward the development of "spontaneity" or creativity in meeting the demands of the "role" rather than slavish dependence on a "canned line."

Today's aim in role playing is to give the trainees ease in meeting successfully any unexpected situation in any form of interpersonal relations where they may be required to carry out a business objective.

Role playing affords the candidate a chance to translate into action the words, motions, situations—and above all the thinking—he has learned in theory and to do all this under conditions where a mistake will not ruin a business deal.

Can role playing be used in strategy-planning?

Yes. To help a salesman prepare for a particularly difficult call, a New England company sets up a panel of three and sometimes four sales management men. To this panel are as-

signed the roles of president, purchasing agent, technical director, or manufacturing director of the company the salesman plans to sell.

In advance of role playing, the salesman gives each of the characters a description of the company, its operations, and the difficulties he has already encountered.

Then in the role playing session the salesman makes his demonstration to this panel. The pseudo-prospects make objections, try to throw the salesman off the track, and attempt to foresee what the real prospects might be doing in the situation. In the discussion that follows, the salesman's weak and strong points are given attention. Sometimes a member of the panel will play the role of the salesman to show how the sale might better have been carried out.

How does role playing test sales students?

A nationally-known food company assigns to salesmen the roles of "grocer" and "salesman" and calls upon them to give an impromptu demonstration of how they would handle typical problem situations. The "grocer" has been primed in advance to hold out for a certain line of approach from the "salesman," and to be a "problem" until the "salesman" uses the "right method." This use of role playing is reported to be popular with the salesmen. They originate the problems they want to see handled.

Can role playing be used to improve procedure?

Employees of a public utility company working at the counter where they meet all comers are given the

opportunity in conference sessions to voice experiences. After these are stated in case form, volunteers are cast as the "customer" and the "employee" in the situation and they role play the present method before the group. The group may suggest improvements. Thereupon a different pair of employees role plays the suggestions before the group.

If the group generally approves the "better way," it is "written up" and sent to all concerned for their consideration. Final decision as to use of the "better way" awaits supervisory test and approval. After these steps and with the final approval of top management the "better way" becomes adopted as "standard practice."

In what occupations is role playing widely used?

Role playing in various forms is extensively used for training salesmen and sales supervisors, for service station dealers, retail sales persons in stores, house-to-house canvassers, office personnel who come in contact with the public, and for sales engineers introducing manufacturers' products.

Has role playing any other use besides training in skill?

Yes. It is frequently successful in improving attitudes. "The most amazing result of this method," one company reports, "is the realization of the different approaches which various people make to the same situation. Those who observe the role playing are usually startled to see how other people's minds work in comparison with their own. Another company's training director reports: 'Many men testified to me the change that had come over them since incorporating the principles of role playing in their personal method of thinking and approach to daily problems.'"

Do some groups accept role playing training more readily than others?

Yes. Role training is more readily accepted by the following:

- New supervisors;
- Higher management;
- Salesmen;

(continued on page 42)

*New York City.

In practice . . .

Role Playing Pays Off for Ethyl

It thrusts both engineering and business administration graduates into real-life buying and sales situations.

Ethyl Corporation's experience with role playing began in 1950 with a class of 15 young men recruited from colleges. To simulate actual conditions encountered when sales engineers call upon both petroleum and automotive prospects, Ethyl's training department set up a course in an area of its school where field and office scenes could be staged.

Before going into role playing, the trainees who may be graduates in chemical or mechanical engineering or business administration, are given a 10-week course in company background and operations, and the elements of salesmanship. The basic problems covered in the role playing are (1) getting in to see the customer, (2) getting the order, and (3) getting out. It includes how to act in the presence of the prospect, where to put your hat, and how much time to give to the warming up period. How the course technique developed is described by R. R. Faller, manager of training:

"When we found that our formal demonstration of how to make a call simply resulted in the young men imitating our motions without exercising their own personality, character, and ingenuity, we took a new tack. We said to the trainee:

"Now here is Wally Distler. He is no longer your teacher. He is Mr. Distler, Division Manager of the Blank Refining Co. You are a new representative in this territory. Your predecessor did not have time to introduce you to Mr. Distler. So you are going in on your initial call to introduce yourself. We cannot predict whether Mr. Distler is going to welcome you, or be too busy, whether he will regard your visit as a social call or a talk about business. He is the only one who knows and he isn't telling in advance."

"Parenthetically," Faller continued, "Mr. Distler's first idea was to be tough, but we found that didn't work, as it made the men too nervous.



BEFORE he was placed in a role-playing sales situation, T. P. Cosgrove (1) had the opportunity to prepare to "sell" W. J. Distler, the "buyer," an Ethyl man.

Now he gives them leads at first, and then gradually gets tougher so that if they want to do any business with him other than to introduce themselves, they have to work for it.

"Mr. Distler would say, 'So you are Mr. Smith. We certainly enjoyed working with Mr. Johnson, your predecessor.'"

"The trainee would answer, 'That is fine, Mr. Distler. We are glad Mr. Johnson made such a good impression, but is there anything we can do to help you?'"

"We sell services. By doing so that helps to sell more gasoline."

"Sometimes Mr. Distler will be very helpful, such as 'I'm glad you came in. We asked Johnson to handle an account down here. Water has leaked into their gasoline and I was wondering if you couldn't do something to help them out.'"

"The man then can answer, 'I'll be very glad to help and I'll go down and take samples of their gasoline.'"

In the training sessions, the role playing is recorded. At first this caused "mike fright" among the trainees. How this was overcome is described by Faller:

"Before we go into role playing, we give the men a test of recording through a public speaking course. Here's how. Usually during an intermission, the men will be standing around. When they see me with a recorder they usually begin to ask questions. If they don't I may ask 'Would you like to see how this

machine works? Eventually you will have to use one.' While I am talking, and unknowing to them, I turn it on. Then I play it back."

"Their reactions are typical: they recognize my voice; they recognize all the others; but when it comes to their own voice they declare 'the machine's a fake.'"

"In this way we get them over their first stage fright. During the discussion following each role playing session in which the trainee has taken a part, we use the recorder for a playback, so that each player can analyze his own portrayal."

Reviewing the discussion procedure in the role playing course, Faller says:

"We tell the men what they do right as well as what they do wrong. Many times they don't know when they do something right, so we say, 'We like this . . . We like that.' Actually we tell them what they do right more than we tell them what they do wrong."

"One of the fears we had at the beginning has proved groundless. We thought the members of the class might be severely critical of one another; take the confidence out of a man before he started. But we never had any one lose his courage as a result of criticism. And the experience stays with them when they get out into the field. They have mentioned this themselves to others in the company many times, so they must have been impressed with the role playing training."

Role Playing Is Ideal for Training

(continued from page 40)

Employees in contact with the public.

It meets initial resistance from old-time supervisors.

The new supervisors wish to make a good impression. Higher management obviously has the self-assurance of superiority and the ambition that keeps one striving. The salesmen can see their incomes related to their efforts. The employees in contact with the public already have had their shyness rubbed off. The oldtime supervisors on the other hand have been "little kings" too long.

What are the essential elements in a role playing operation?

They are the director, the audience or group, the place, the time, and devices and equipment.

What is required of the director?

He must keep a mental or written record of the roles as they unfold. He should be able to bring out by skillful questioning, vital points that may be missed by the class. He must be able to protect the players while he is eliciting criticisms and suggestions from the group. He must be sure that the preliminary material, case studies, or problems, is pertinent and on the level of comprehension of the group.

Important also is a good sense of "timing" so that he can quickly "cut" any scene before it gets too far off the beam. Lastly, he must see that any suggestions for improvement in company practice or procedure are put into operation in such form that the group will recognize them as the group's contribution.

What qualities are required of the group?

An awareness of the importance of the session to their progress and advancement. Some respondents have stressed the greater alertness of young people to role playing, but even the older salesman or supervisor may be motivated to active participation if the director uses "psychology" and knows how to "warm up" the participants.

Who takes part in role playing?

Most commonly only two: the salesman and the "prospect." Occasionally more players may be added. Sometimes the "prospect" may be a group of company officials who are

supposed to pass on a purchase. If the scene is a grievance situation where a complainant and his organization representative are involved the cast is expanded appropriately.

How does the audience benefit?

First, by identifying themselves with one of the actors, seeing themselves as they might be seen; and second, by sitting as a jury considering the portrayal of various forms of action from which they might make a choice. This gives them springboards for the educational discussion that should follow every meaningful role playing scene. Thus the entire group should benefit, not only because of the individual members having a chance to act out their suggestions, but also through their participation in the give-and-take of the discussion and analysis.

Where is the best place to do role playing?

Role playing can be done anywhere, but it is usually carried on in the company's conference room or training class. If it is an integral part of a conference course, a space can be cleared at one end of the room. Where role playing is used for demonstration purposes, or to put over informative material, a stage can be used.

When is the best time to use role playing?

The time to use role playing is when the director has clearly in mind what he intends to accomplish. He must be sure that he has adequately paved the way for it with his group of trainees and has given them an appropriate "warm-up." This means that his trainees should have received enough preliminary instruction in company policies, products, and objectives, and in the principles of selling so that the role playing will accomplish its purpose.

What devices and equipment are necessary?

Ordinary office furnishings are usually sufficient. Some companies have rather elaborately simulated field conditions. A blackboard and a tape recorder are extremely useful in order to help the trainees carry away the lessons brought out. Special emphasis is placed on the need for first class recording equipment so that each player may note how he sounds to others. Certain words, voice intonations, specific phrases have marked effects. Individuals will occasionally deny they have said certain

things. The recorder can be stopped by the director at any time for comments from the group on specific things. It also serves as a re-enactment of the roles. This tends to highlight the significant facts in the role playing situation.

What are possible causes of failure?

First, inadequately developed case material, or using time for a problem that is not especially urgent. Second, loose control, permitting some players to run away with their parts. Third, not watching time closely. Even a 10-minute scene can consume a half hour of training time if adequate group discussion is evoked. Fourth, to get the full benefit of the recording it must be played back, doubling the actual time taken to play the scene.

Why is role playing effective as a training method?

Because it gives the trainees a chance to use their instruction and theory in a situation that is as close to actuality as possible. It also tends to season the men so that when they do get into the field and start to make real sales calls they are not flustered by the mechanics of the job, but can start to think in an orderly and sales fashion. Conversely, it affords the instructor an opportunity to detect flaws in technique and to correct them under favorable circumstances. Thus your man doesn't have to lose a sale in order to learn through his errors.

Do the role players follow a script?

Some sales managers use scripts; others cultivate spontaneity. Both practices have their places in training programs, depending on the objectives in view. The preference of the "spontaneity school" is expressed in one reply as follows:

"In our experience we find it is better not to use a standard script. We prefer to rely upon each of the individuals rising to the situation as it develops. We depend upon the experienced man who is playing the part of the prospect to respond in any reasonable manner that he thinks will test the trainee and help him to develop his sales approach.

"The experienced man, having the benefit of the company's reports from hundreds of sales calls, has a reservoir of situational examples from which he can draw test questions for the candidate who is playing the part of the salesman."



Detroit today...

DETROIT MEANS BUSINESS and almost everybody in Detroit is too busy to become concerned about readjustments that are expected to be only minor and scattered. Here are the business facts about Detroit today.

- **EMPLOYMENT** of both factory and non-factory workers is higher than ever before in Detroit's history, for this time of year.
- **WAGE RATES** remain the highest of any major American market.
- **EXPANSION** of plant facilities in the Detroit area is going ahead, on schedule. McLouth is planning a new steel plant. Ford continues to enlarge production facilities. GM will have Hydra-Matic units in production at one Detroit plant this month, and at Willow Run next month.
- **RETAIL SALES** for September showed a 5% gain over the same month of 1952. Local retailers are continuing construction of branch stores and shopping developments in new areas.
- **RESIDENTIAL BUILDING** shows little sign of let-up. For the first 6 months of 1953, it was 40% ahead of the same period last year.
- **CIVIC PROJECTS** are numerous . . . multi-million dollar expressways, 40-million dollar water development, 6½-million dollar Civic Auditorium, 2½-million dollar river-front drives, new port and dock facilities, and new city-county buildings.

ADVERTISING IN THE DETROIT NEWS IS THE HIGHEST IN ITS 80-YEAR HISTORY!

For the first 9 months of 1953, The News carried 30,414,978 lines—up 14% over the same period last year. Linage gains of The News were 1½-MILLION LINES greater than those of any other Detroit newspaper!

To do more business with Detroiters, do most of your business with The Detroit News!

450,054 Weekdays 552,238 Sundays ABC March 31, 1953

The Detroit News

THE HOME NEWSPAPER

Eastern Offices: 110 E 42nd St., New York 17—under management of A. H. KUCH
Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

NOVEMBER 10, 1953

Is role playing effective with older people?

Yes, but it requires a special approach. With a seasoned salesman the problem is more of refreshing or re-stimulating interest in what may have become an old task.

How would you handle the seasoned salesman?

One respondent uses a prepared script acted out by competent people who are thoroughly familiar with it.

The educational process here is in the discussion among the seasoned salesmen picking out the "right" and "wrong" things. It is an enacted case method.

Does role playing permit the correction of doubtful habits?

Yes, the reason being that people are more quickly swayed by the thinking of a group than they are by an individual, regardless of how competent that individual may be. It also has the advantage that no one person

is embarrassed by having his mistakes exposed. Also the practice session permits the person who wishes to form a new habit to go through the motions with the aid of an audience.

What about stage fright?

Stage fright can be a disturbing factor, but it becomes a serious matter only with the inexperienced director. The director who has the confidence of his group, and who has "warmed" them up for what he has in mind won't have any trouble.

How do some of the successful directors start their sessions?

One large oil company developed a series of comedy skits using Broadway references that put the group into a receptive mood. Another director records in advance a case up to its climax, plays it before the group and lets the trainees take off from there. Still another method is the unrehearsed skit, and finally there is a prepared script.

How do you get "the most out of role playing"?

The simplest is to record the interview between the sales trainee and the "prospect." Play it back. Be sure to let the trainee be the first one to comment on his own performance. One company says:

"While the tape recorder will faithfully record all statements and sounds, we hope one day to be able to record the motions through a movie. Thus the trainee will both hear and see himself."

Three useful techniques utilized by the experienced director are known as (1) the commentator, (2) the soliloquy, and (3) the interview. In the first, the director can point up what is happening in the role playing scene. With the soliloquy, one of the players is enabled to voice his reactions without changing the course of the role playing. In the interview, usually after the role playing, the director with skillful questioning can bring out the feelings and reactions of the trainee that he experienced during the playing.

The important thing to remember is that role playing gives an opportunity to use the principle of learning by doing. Under the guidance of a good director the trainees will feel more at home with a new skill, having tested it in the scene before actually using it in the pressure of real life.

The blackboard can also be used in problem solving role playing to emphasize the elements considered and the conclusions reached.



Store Managers Moved Efficiently!



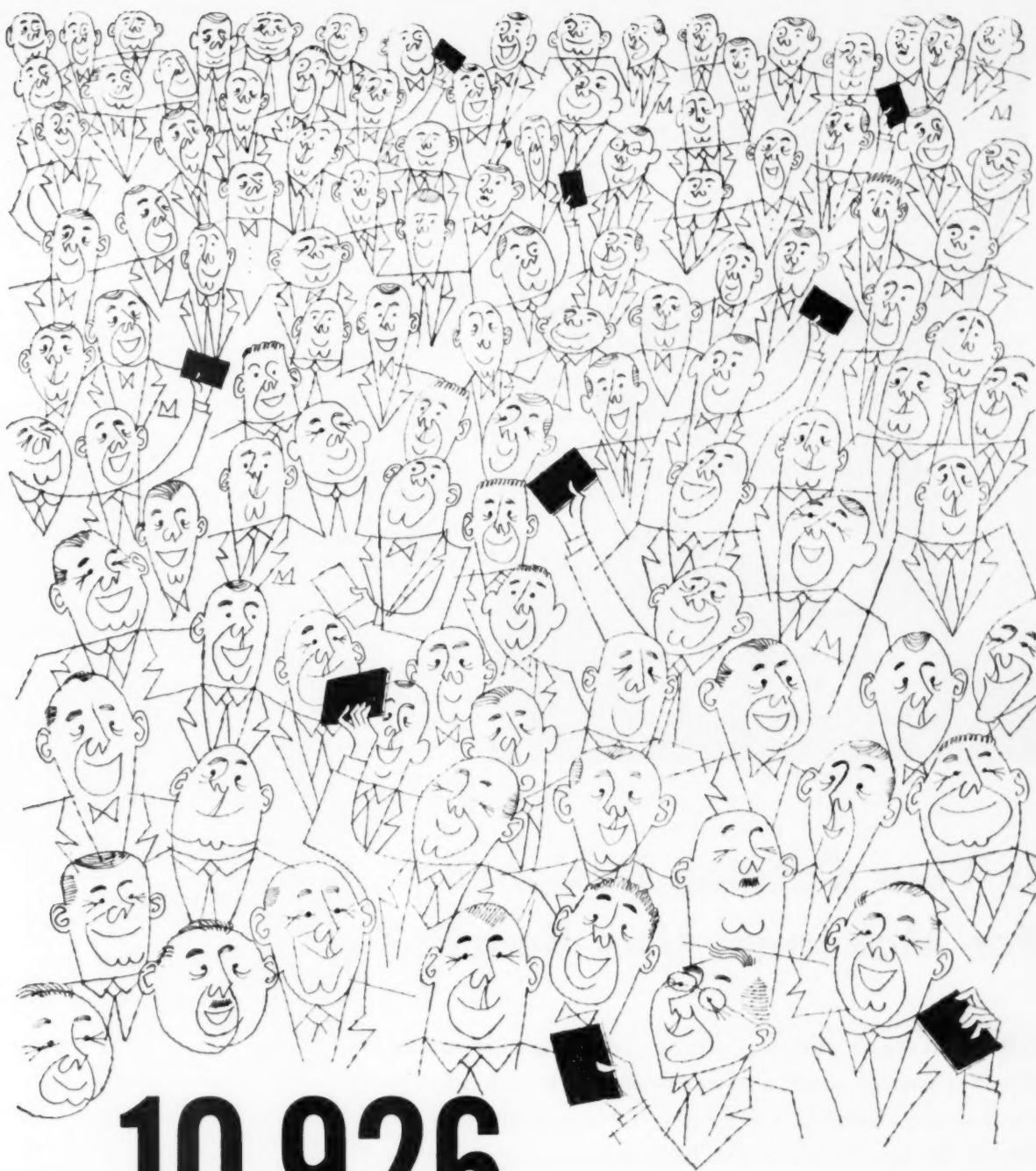
Dept. SM25, Ft. Wayne, Indiana.....

Call Your Local North American Agent!

Consult your classified phone book



AMERICA'S LEADING LONG
DISTANCE MOVING ORGANIZATION



10,926

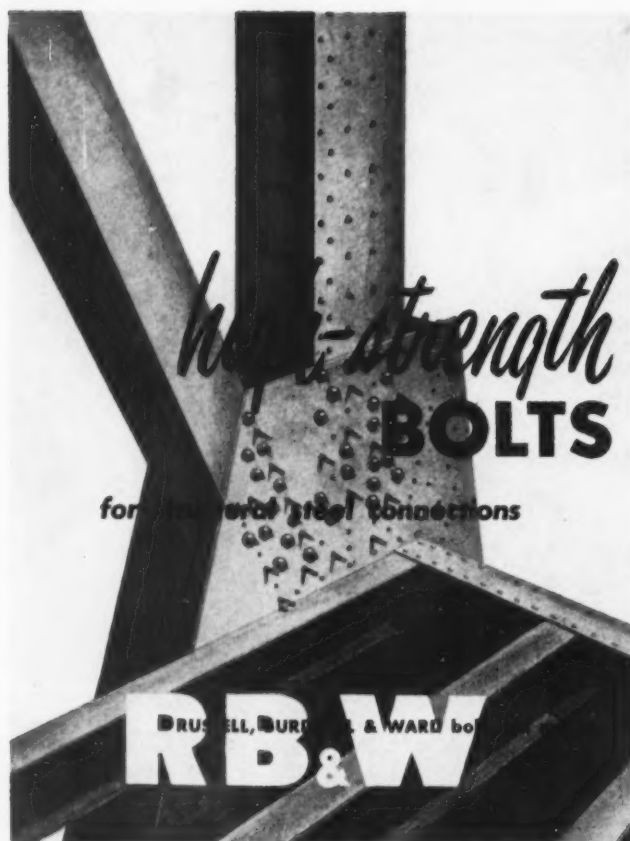
sales managers help their salesmen invest
their time where the profit-potential is greatest by providing them with
Dun & Bradstreet State Sales Guides.

Dun & Bradstreet, Inc. 139 offices in principal cities of the United States.
Headquarters: 99 Church Street, New York 8, New York

There's a difference between spending time and investing it.

NOVEMBER 10, 1953

45



Why It's Effective

This Russell, Burdsall & Ward catalog serves readers in these ways:

Front cover: It quickly identifies the product and its manufacturer.

Organization: Product information is grouped into concise paragraphs on various user-benefits.

Visual flow: Art, color, type contribute to the reader's quick grasp of data.

Content: It describes product features and makes comparisons easy. It encourages readers to specify, order, and invite a salesman to call.

Back cover: It lists addresses of sales offices, making it convenient for readers to take a buying step. It contains instructions on "how to order."

Is Your Catalog Designed For Maximum User-Benefit?

Is it within reach when the prospect discovers his possible need for your product? Do you remind him in your advertising that your catalog is in his plant? Here is how and why Russell, Burdsall & Ward distributes catalogs to prospects.

Robert H. Burdsall, Manager of Market Development and Advertising of Russell, Burdsall & Ward Bolt and Nut Co., Port Chester, N. Y., has a threefold problem:

1. To prepare literature that concisely states his products' features and translates them into user-benefits, and does this in a way that facilitates comparison with competitors' products and encourages the buyer to specify or call in RB&W.

2. To locate the individuals in each plant who buy or influence the buying of his products.

3. To place RB&W's product information where it will be readily available to prospects.

RB&W's problem includes both products that are standard industry-wide, and specialty products.

A concern that has for more than 108 years made standardized nuts and bolts knows who are its worth-while

customers and prospects for these products. Since these fasteners have become largely staple products, catalogs do not change often. RB&W representatives, plus a selective mailing, do a satisfactory job of keeping their general catalog within reach of all prospective purchasing personnel.

How does the company solve its catalog problem for specialty items? For example, RB&W make a High-Strength Structural Bolt to replace the rivet.

To change the long-established practice of riveting the structural steel frameworks of buildings requires *selling* to architects, consulting engineers, building contractors and building owners. But before these specialists can be *sold*, RB&W must identify them and provide them with information about the product and applications.

How does a company inexperienced in the construction field go about *economically* providing its literature to the appropriate buying influences?

Sweet's Catalog Service, a division of F. W. Dodge Corp., provides this type of service. Sweet's compiles, and



YOUR BIG CUSTOMER TODAY AND TOMORROW

that young woman in her teens

Big Buyer on her own!

Earnings and allowances give these girls \$3,700,000,000 a year to spend, fancy free.

Getting gifts galore!

Birthdays, Christmas, graduation, hope chest. Gifts she nearly always selects herself.

Coaching Mom, Dad!

Power in every field of family buying. She can pick a product...switch a brand.

Here comes the bride!

More girls wed at 18 than at any other age. Is your product on their shopping lists, for life?

*There's one best way to reach the 7,500,000
young women in their teens:*

seventeen sells!

NEW YORK • BOSTON • CHICAGO • HOLLYWOOD • ATLANTA



All business is specialized

...and nothing specializes
on your business like your
business paper

This profit-wise peddler looks for the wettest crowds. His business is specialized. Like yours.

And like your business, this business paper of yours specializes, too. It packs into one place the current facts you want. It scouts out, sorts out, reports and interprets the specific news and information you need to keep posted and keep ahead in your field. Cover to cover, editorials and ads, it concentrates on bringing you specialized help you can't get anywhere else. Read it thoroughly... and put it to work.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a paid circulation paper that must earn its readership by its quality... And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

Coming...

Aluminum Foil for Packaging:
Users Report on Its Sales Appeal

In Sales Management
November 20

One of a series of ads prepared by
THE ASSOCIATED BUSINESS PUBLICATIONS



keeps up to date, lists of those organizations and individuals representing the bulk of buying power in the construction and industrial markets.

Sweet's saved RB&W the time and trouble of learning two important market facts: that purchases in the construction field are organized around specific projects of identifiable type and value; that purchasing for these projects is influenced by specific architects, engineers, contractors and builders, who are likewise identifiable by the kind and amount of work they do. The authority of these professionals extends all the way from a product's recommendation to its direct purchase. Analysis of their work shows that it falls in categories as follows:

1. General Building: this includes commercial buildings, schools, institutions, churches, hotels, public buildings, theatres, etc.

2. Industrial Construction: factories, refineries, shipyards, warehouses, public works, garages, railroad shops, etc.

3. Light Construction: houses, stores, small apartments, filling stations, etc.

In the first classification, Sweet's has selected 17,000 architects, consulting engineers, general building contractors and corporation building design departments. This organization has sorted out 12,000 counterparts in the industrial construction group. In the light construction field, it has located 25,000 builders and architects who institute the bulk of building product purchases.

RB&W has chosen, as a convenience to customers and prospects, to file its catalog along with the catalogs of other concerns serving the same general market, and have it distributed by Sweet's. So the catalog goes not only to the building

professionals but to plant engineers and product designers as well. Under this system, the catalogs of hundreds of manufacturers are assembled and bound into volumes labeled according to the markets they are intended to reach. The catalogs in these volumes are classified by use of product and indexed under (1) company name, (2) product or service, and (3) trade name. These volumes are analogous to file drawers in which hundreds of catalogs have been arranged in orderly fashion. Sweet's files are issued each year.

The RB&W High-Strength Bolt catalog is distributed by Sweet's to the construction market via two catalog files:

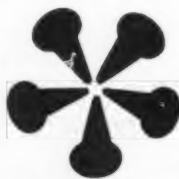
The Architectural File. The current edition of eight volumes containing 1,322 catalogs.

The Industrial Construction File. This contains catalogs of 405 manufacturers. This catalog is also distributed to 30,000 plant engineers and executives via the Plant Engineering File.

RB&W's special catalog on Spin-Lock Screws, a specialty fastener for the original equipment market, is sent to 16,000 product engineers via the Product Design File.

RB&W has drawn upon Sweet's staff of designers in the physical production of these catalogs.

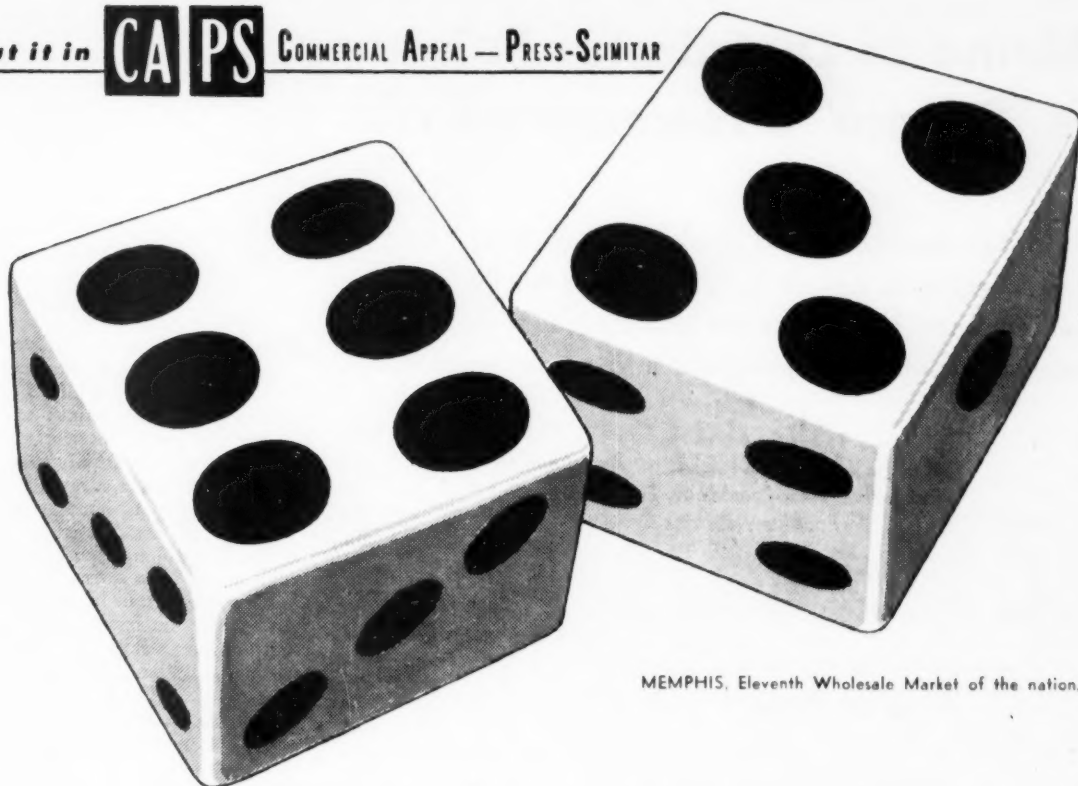
Burdsall does not believe that his company's job is done when he makes available information about its products to those men most likely to buy them. He believes that it is necessary to remind them, through advertising and direct mail, that the RB&W catalog is there when they need it. Therefore, RB&W advertising in business publications refers readers to the company's catalog "in your (Architectural, Industrial Construction, or Plant Engineering) File." Direct mail is used, too.



Here's the story quickly:
You can reach the entire
Akron Ohio metropolitan market (pop. over 410,000) with one newspaper at one low cost. Where will you find a similar market with this budget-saving advantage? Make Akron a must with...

* The Akron Beacon Journal

put it in **CA PS** COMMERCIAL APPEAL — PRESS-SCIMITAR



MEMPHIS, Eleventh Wholesale Market of the nation.

Read 'em and Reap!

In 1953, Memphis—eleventh in the wholesale markets of America—will distribute two and one-half billion dollars of everything to the Mid-South Empire it serves.

And in Memphis—and in the trading area—if you will plot the circulation of C.A.P.S. against purchasing power you will find effective market penetration at a surprisingly low cost. That statement is no longer news to the more than 89% of C.A.P.S. general advertisers who give them both barrels in Memphis. In the eleventh wholesale market—C.A.P.S. is a natural.

Two Dailies and the South's Greatest Sunday Newspaper

THE **C**OMMERCIAL **A**PPEAL ~ MEMPHIS **P**RESS **S**CIMITAR

SCRIPPS-HOWARD NEWSPAPERS



Memo to Distributor Salesmen: Is "Service" a Necessary Evil?

Now that consumers and dealers can pick and choose, their complaints can mean lost business for you and the manufacturer. Here are some tested ideas for converting product maintenance problems into major sales assets.

**BY H. J. MITCHELL • Assistant to
Executive Vice-President, Eureka Division
Eureka Williams Corp.**

Service—to most people—spells trouble.

It is associated with broken parts, grease, dirt, tools, unhappy and irate customers, guarantees, loss of money, greasy coveralls, broken-down service trucks, claims for damage, waiting for parts, undiplomatic service men, and many other negative factors.

The necessity for service invariably means that there has been a mechanical or functional failure that needs repair and in the course of making that repair, the fear arises that an unhappy customer will be encountered and that unrecoverable expense will be involved.

This dread of service is understandable because in too many instances in the past it has constituted what everyone feels is "just a necessary evil."

But we can't get along without service so we might as well learn to get along with it.

No Interest in Service?

Many businessmen have learned to do just that. In fact, they have learned so well that they have turned this dreaded word "service" into one of the biggest assets of their business.

As distributor salesmen we should do the same. We have heard salesmen state that they "had no interest" in service, that they were not mechanically inclined, that a knowledge of service was often negative when mixed with sales, and that service is for service men.

Our purpose is not to argue that a highly technical knowledge is necessary or advisable. We do feel that a distributor salesman should have a general knowledge of the functional

operation of the product that he sells but of greater importance is his acceptance of the fact that good service by his dealers directly affects sales.

What, then, are the basic fundamentals of good service assistance to the dealer by the distributor salesman?

It certainly would appear that the most important is development of good will.

Attitude Can Ruin Us

A dealer's attitude—and even more important—the dealer's service man's attitude toward our product can ruin us. How many times have you heard of a service man who is repeatedly telling his boss, the dealer, that "these 'jalopy' products are no good; they are always breaking down; they can't be fixed,"? Such an attitude will eventually sour any dealer on any product. He has confidence in his service man or he wouldn't continue to employ him. Therefore he can only conclude that the product is faulty.

We should get to know that service man; visit with him whenever possible and offer our assistance in facilitating of parts shipments and keeping him supplied with service manuals, for example.

He may not become more skillful because of our association with him, but it may cause him to think twice before he condemns the product to his boss. He is more likely to think that, in view of the fact that you are a pretty good guy, he will keep his mouth shut and repair your product. In fact, one of the main reasons that we are discussing this subject is that 70% of the dealers who reported on

a recent dealer survey stated that, in their opinion, a distributor salesman should contact the service man either frequently or on every call. Apparently you will have the dealer's blessing when you do this.

Let's not ignore service complaints by the dealer. Many of us seem to think that if we continue to refrain from discussing service with the dealer, he will eventually stop talking to us about it. He sure will; he will stop talking to us about everything!

Make a detailed note of the dealer's complaints and assure him that you will do something about it, but more importantly, do something! And when you have done something and you don't expect to see him for a while, drop him a note stating what you have done. He will eventually respect your cooperation to the point where he will not be so ready to "kick the line out." Regardless of the seriousness of the trouble, he will know that you will do everything possible to get it straightened out.

Let's call the second fundamental of dealer service assistance parts assistance.

Parts Inventory Problem

An adequate parts inventory by dealers would solve many of our problems but it would be impractical and probably impossible for any dealer to stock all the parts that have gone into all past and current models of the product which we sell. Nor is it necessary. He should carry a minimum stock of parts and is usually willing to do this if we will help him by suggesting a minimum parts stock. Such suggested lists are available from the factory and usually from the distributor.

The important thing about "parts assistance" is to facilitate the procurement of parts from the distributor to the dealer. Sometimes parts shipment delays are caused by the dealer who does not order the parts correctly. We can assist him in this respect by pointing out the necessity for proper description and part numbers when ordering. Sometimes the delay is caused by the distributor who does not have the parts in stock but who fails to notify the dealer of this fact.

Another way that we can assist

78 NEW

fifteen minute dramas on film

PLAYHOUSE 15

FIRST RUN in over 115 TV markets

TOP QUALITY

- Made for television by the producer of the network hit shows **BIG STORY** and **T-MEN IN ACTION**.

- Finest stories... best authors

- Leading Broadway and Hollywood actors

HIGH UNIVERSAL APPEAL

- Full variety of stories... comedy... drama... suspense... mystery... human interest

- Combines two of the highest Nielsen popularity classifications—*drama* and *mystery* (averaging 25.7 and 28.4)

LOW, LOW COST

- Costs drastically less for time and program than a half-hour show—yet gives you the same amount of commercial time

FREQUENCY AND IMPACT

- Enables you to reach your customer two, three, or five times weekly as required.

Phone, wire or write **today** your nearest MCA-TV office for a private screening.

another advertising

SHOWCASE ON FILM from



NEW YORK: 598 Madison Avenue — Plaza 9-7500
CHICAGO: 430 North Michigan Ave. — DElaware 7-1100
BEVERLY HILLS: 9370 Santa Monica Blvd. — CRestview 6-2801
SAN FRANCISCO: 105 Montgomery Street — EXbrook 2-8922
CLEVELAND: Union Commerce Bldg. — CHerry 1-6010
DALLAS: 2102 North Akard Street — PRospect 7536
DETROIT: 1612 Book Tower — WOODward 2-2604
BOSTON: 45 Newbury Street — COpley 7-5830
MINNEAPOLIS: Northwestern Bank Bldg. — LINcoln 7863
ATLANTA: 611 Henry Grady Bldg. — LAmar 6750

"This is the size we use in the Growing Greensboro Market!"

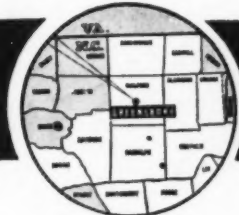


FROM TEA-BAGS TO AUTOS there's plenty of sales brewing in the Growing Greensboro ABC Market in the South's No. 1 State! . . . Total retail sales, for example, showed a \$43-million gain 1952 over '51. . . . And in the period from 1948 through '52, retail sales increased from \$425-million to \$570-million—a gain of over 33%! . . . If you're looking for a sales-packed major market where your ad-dollars go further—better schedule the Growing Greensboro ABC Market—where 1/6 of North Carolina's population make 1/5 of the state's retail sales . . . Biggest and most reliable sales-maker in this busy, buy-wise market is the GREENSBORO NEWS and RECORD. . . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

the dealer is by making certain that he is receiving, filing and using service information forwarded by the distributor.

Many dealers or service men continually write to the distributor asking "how to fix" some trouble when the subject has been fully covered in a previous service bulletin. This indicates that the service man is not receiving, reading or keeping the bulletins. This is not always his fault. Sometimes these service bulletins are being sent to the dealer principle and are delayed in reaching the service man. One way to correct this is to have the bulletins or additional bulletins addressed directly to the service man.

Put yourself on this service bulletin mailing list. When you receive one, glance over it. You may not understand its technical terms but you will know to what it refers. You are then in a position to refer to it if the subject arises in the field. There is a certain amount of satisfaction in being able to say to a dealer or service man—"There was a bulletin covering that just recently, I remember reading it."

Frequently you will find dealers have well-organized service record

systems. Investigate them and pass the knowledge on to other dealers who are in need of better systems.

Why are there good servicing dealers and poor servicing dealers?

The product is the same, conditions are generally the same, and yet the question of service hardly arises with some dealers and with others it is a constant headache to users, the dealer, and the manufacturer.

Answer Lies Here

We believe the answer lies in how well the service man is trained to do his job. True, there are exceptionally good "natural" service men who do not need a lot of training. They are intelligent, they read service manuals and bulletins, and they can diagnose trouble and even improvise parts. But they are in the minority.

The average dealer service man has no ambition to become President and is pretty well satisfied to go along as he is doing, provided that there isn't too much service trouble. Therefore, we have to assume the responsibility of rendering training assistance.

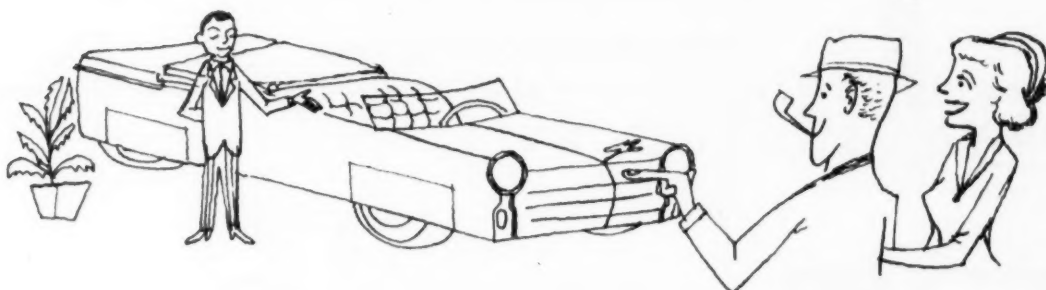
Now don't get us wrong. We can't

train service men and if we could, we shouldn't. It is our responsibility, however, to see that they are trained and we are often in a much better position to insist on this training than is the distributor service manager.

We can safely assume that every distributor has dealer service training facilities. Either a periodical service training program in his place of business or a traveling service representative contacting the dealers regularly. Occasionally we hear of a new dealer who has been shipped merchandise before his service men have attended or have made arrangements to attend a service training session. Perhaps a bigger mistake could be made, but we doubt it. It has been stated that this insistence of service training before product shipment is negative because it over-emphasizes the possible service troubles that might arise. If the prospective dealer or his service men are concerned about excessive service because of what they have heard, it would certainly appear advisable to acquaint them with the simplicity of service on our product and the correct methods of servicing before, in their ignorance, they prove to themselves that everything they had heard was correct.



the **PLAIN DEALER** goes...



where the **MONEY** flows!

71% of the Plain Dealer's daily circulation in Greater Cleveland reaches families that account for 73.9% of the city's retail sales.* In addition to blanketing Cleveland's effective buyers, the Plain Dealer advertiser gets a valuable bonus—dominant coverage of the rich 26-county adjacent area that constitutes the Plain Dealer's famous 2-in-1 market...both for one low cost.

	(Cleveland) Cuyahoga Co.	26 Adjacent County Area*
Total Retail Sales	\$1,803,864,000	\$1,466,720,000
Food Sales	487,941,000	376,096,000
Gen. Merchandise Sales	265,797,000	115,023,000
Drug Sales	58,480,000	35,890,000
Furn., Hsld., Radio Sales	93,912,000	68,849,000
Eff. Buying Income	2,840,383,000	2,269,476,000

*Akron, Canton, Youngstown not included.

Figures—Sales Management Survey, May, 1953

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc.,
New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta



For the **WRITE** line to
GOOD WILL!

INSIST ON

The Original and Genuine

PRESDON

VU-RITER

Patented, Triangular
Shape Fits the
Natural Curve
of the Hand.

Ferber

PEN CORP.
ENGLEWOOD, N. J.



**FULL COLOR
POSTCARDS**

for less than 1¢ apiece!

☆ Made direct from your transparency, Crocker's full four-color postcards with their exclusive Mirro-Krome finish are ideal for direct mail, dealer promotions and many other uses. Write today for free samples and price list.

Department S-11

H. S. CROCKER CO., INC.
SAN BRUNO • CALIFORNIA

Don't allow the dealer excuse of "expense" to influence you. An investment of a few dollars by the dealer can mean the difference between a successful business and a disastrous one.

In discussing these four fundamentals of dealer service assistance, we have stressed only the fact that by observing them we will minimize dealer service troubles.

In the same dealer survey, referred to previously, only 51% of the dealers stated that their service personnel assisted in the direct sale of appliances.

This, in spite of the fact that 66% of those dealers who did report sales help from service men stated that 24% of their sales came from this source. 27% of these dealers stated that 25 to 50% of their sales came from this source.

It looks as if 49% of the dealers in this country are overlooking a big bet—their service men as sales potential.

A service man is a "natural" as a salesman. Customers believe him readily because in their opinion, "He isn't a salesman." He has no trouble getting into homes and talking to people. He is in an ideal position to determine the customer's needs. All we have to do is give him a few pointers on product presentation and sales psychology and we have the best salesman in the world.

Why not discuss the possibilities with the dealer? Offer to help him get the service men trained. Invite them into your product and sales meetings.

Not only will the dealer's sales increase, but your dealer service complaints will decrease because the service man's attitude will change. He can't continue to be a "griper" and sell merchandise. Of necessity he must defend the product and its performance and—if he never makes a sale—this alone would be sufficient reward for your training.

Sales Manager's Bird Cage



HOT-AIR HARRY... THE BOASTING BLUEJAY

Wastes precious minutes of the interview boring the prospect with his vain soliloquy. The interview is soon over and the sale lost because the salesman never took time out to listen.

© 1952 William G. Darrath & Co.



how to give your advertisements a competitive advantage

There's a simple way to get better value from your ads, faster. You know that when one of your prospects is interested in a product like yours, he's going to read your ad pretty carefully. And he's going to read your competitors' ads, too.

Fortunately, your prospect knows there's more to the product story than appears in any ads . . . and it's his job to find out which is the best product for *his* needs.

Right here is where your ad can be different, can help the buyer solve his problem . . . and therefore help him buy from you. You can tell him that there is a lot more information about your product—a catalog—*right in his own office*. And you can tell him this with complete confidence that he *has* it there. If your ad interests him, he can take the next buying step by merely *reaching* for your catalog.

Let your competitor make the prospect do it the hard way by making him send for their

catalog . . . and wait for it. If he already *has* yours, chances are he *won't* wait long!

And it's so simple. All you do is anchor good product information in the offices of your best prospects the way 1480 manufacturers anchor it—in the appropriate collection of manufacturers' catalogs that are assembled, bound and delivered to industrial buyers by Sweet's Catalog Service. Then direct attention to it in every ad you publish or mail.

For more data on how this works—how it pays to make it easier for your prospect to buy, send for the free booklet "How to Improve Marketing Efficiency through Improved Catalog Procedure." Write Dept. 103, Sweet's Catalog Service, 119 West 40th Street, New York 18, New York, or call the Sweet's district manager near you.

"The easier you make it for people to buy your products, the easier they are to sell!"



SWEET'S CATALOG SERVICE • Division of F. W. Dodge Corporation • 119 West 40th Street, New York 18, N.Y.

Designers, producers and distributors of manufacturers' catalogs for the industrial and construction markets.

Atlanta • Boston • Buffalo • Chicago • Cincinnati • Cleveland • Dallas • Detroit • Los Angeles • Philadelphia • Pittsburgh • St. Louis • San Francisco

Must The New Salesmen Go Through Our Trials and Errors?

Why not ask them—and the older salesmen—to tell you what they do and say on the job that pays off in orders? Then put their plans of action into a Sales Strategy Manual. Here is a way to build a manual and to get it read.

BY ROBERT E. TAYLOR
*Vice-President, Tradeways, Inc.**

The difference between a company's successful senior salesmen and its young, struggling salesmen is often little more than experience. It takes time to develop smooth presentations, to get to know the trade, the individuals in the trade, and the tactics of competition.

It's a mistake, however, to think that new salesmen have to go through the same trial-and-error process as the old-timers before they can acquire enough skill to make them first-class salesmen. New salesmen can learn from the experiences and observation of the older, successful salesmen—especially when both help to write a Sales Strategy Manual.

Just What Is It?

The Sales Strategy Manual quickly prepares new men to handle a territory and, in the building process, provides excellent refresher and developmental training for the veterans on the sales force.

A Sales Strategy Manual is not a sales manual. It contains only factual information about how to handle prospects and situations, how to boom-rang objections and scuttle competitive claims, and a great deal of "Here's-what-to-do-and-say" information on the day-to-day problems faced by every company salesman. Everything in it is derived from the experience of all the salesmen and sales executives.

The Sales Strategy Manual should develop and continually play on the theme that a salesman is, in effect, a Territory Manager. It will remind him that face-to-face selling, although an important part of his job, is only one part. It will encourage the sales-

man to see himself as a manager—responsible for carrying out in his territory the managerial functions of organizing, planning, and controlling. It will tell him how to organize his work, plan his sales strategy, and exercise control over his own natural tendencies to ease up or give up. It will make him see that his territory is a series of individual markets with varying potentials and different demands on his time and efforts.

There is a great deal of psychological value in giving the salesman status as a Territory Manager. A title bolsters morale, and can bring about a change in attitude which will result in increased effort. Every sales manager knows that the right attitude toward the job, the will to get out and push, can increase the salesman's effectiveness.

The Subject Matter

The Sales Strategy Manual should go into specific detail on such things as: locating new prospects; handling complaints and other difficulties with established customers; working with retail or wholesale salesmen; holding meetings or working with them; establishing new outlets; selling surveys, preparing proposals, layouts or specifications; getting inside the house or to the right man. In short, it will give concrete, specific "Here's-what-to-do-and-say" suggestions and advice on every situation and problem that salesmen regularly encounter. All this information will be written in simple style, printed with adequate white space and illustrations in a handy-size book that can be carried in a pocket and referred to on a train, bus or air trips or when waiting in an outer office.

One way to be sure the manual contains only the best information is to learn what it is the top company salesmen say and do that accounts for their success.

These salesmen prove by their daily performance that they have distilled from experience a workable salesmaking strategy. In most cases, this distillation process is intuitive; the salesmen can't tell you accurately what it is that makes them successful. To determine the factors responsible for their success usually requires a study by competent observers working in the field. They can isolate the factors which account for the difference in performance between top and moderately successful salesmen. It isn't worth-while to observe the tail-enders—too many things can be responsible for their failure. In any case, moderately successful salesmen have the greatest potential for development into top-notchers.

How to Prepare It

After the field study has been made, the findings will provide a basis for the Sales Strategy Manual. A rough, mimeographed draft of the first section or chapter of the manual should be sent to every salesman with a letter explaining that:

"This is a rough draft of the first chapter of a sales procedure manual we are preparing. It is being written for us by an outside firm of sales experts who have worked with our salesmen in the field. Please be good enough to go over it carefully and make any criticisms or comments you feel are worth mentioning. Make your notes in the wide margins provided or on separate sheets of paper. We will greatly appreciate your considered judgment of this material because the completed Sales Strategy Manual will be primarily for use in training the new salesmen we hire.

"We want you to look this material over because, as you can understand, the outside firm that wrote it, although it is made up of highly skilled professionals, may not have as thorough an understanding of some of our selling problems as you have obtained through personal experience. Your help in this important matter will be greatly appreciated, etc."

How do salesmen react to a letter

*New York City



TWA Travel Awards get **SELLING ACTION**

Sales climb when enthusiasm runs high in your sales force. And the easiest way to get more enthusiasm is to offer TWA Travel Awards during your promotion. For everyone wants to travel. Just check the cost, trouble-free procedure and proved promotional help against highly gratifying results... and you'll see why leading firms use these awards with outstanding success.

Travel Award Plans for every budget. A trip to a nearby city or a trip around the world—whatever your needs, TWA one-airline service coast to coast and overseas gives you maximum choice.

TWA handles all details from start to finish. Reservations, tickets, itineraries—everything is handled quickly and skillfully by experienced travel people. It's as easy as awarding a watch.

Proved promotional material available from TWA to help you launch your promotion and sustain interest. Includes films for sales meetings, mailing pieces, special stationery, posters and a variety of other "enthusiasm builders" that have already been used successfully.

Mail the coupon today for free samples of TWA promotion material. No obligation, of course.

TWA TRAVEL AWARD PLANS HAVE BEEN USED SUCCESSFULLY BY

FORD MOTOR CO. • GENERAL ELECTRIC CO.
WESTINGHOUSE ELECTRIC CORP.
ARMOUR and CO. • ADMIRAL CORP.

-----MAIL COUPON TODAY-----

TWA, Trans World Airlines
Travel Award Plans Incentive Program
380 Madison Ave., New York 17, N. Y.

Gentlemen: Please send me samples of the promotion material used in TWA Travel Award Plans.

Name _____

Address _____

City _____ State _____

'Fly the finest... FLY-TWA
TRANS WORLD AIRLINES

FREE
CONSTANTLY CORRECTED
MAILING LISTS
 Manufacturers, Wholesalers, Retailers.
 Hotels, Colleges and many others.
ALL LISTS ON PLATES
WE CHARGE ONLY
FOR ADDRESSING
 100% Accuracy Guaranteed
 Catalog on Request

SPEED-ADDRESS
 48-01 42nd St., Long Island City 4, N. Y.
 Stillwell 4-5922

The
JOURNAL of
ACCOUNTANCY
 November 1951

CIRCULATION 63,066
 ABC

EST. 1905

—America's foremost accounting and financial management magazine— 270 MADISON AVE. NEW YORK 10, N. Y.

Coming . . .

Canada's Gains Far Greater Than U.S.A.'s

Newly released 1951 Canadian Census shows population and retail sales up 22% and 210% respectively in last decade.

Macaroni Hops Aboard Low-Calorie Bandwagon

Development of dishes high in nutritional value but not too rich for the millions doggedly seeking girth control provides a new, timely promotional theme for Golden Grain.

This Little Girl Never Grows Old

Morton Salt's little girl with the big umbrella was found in 1913 in a discarded rough of the company's first ads.

In Sales Management soon

like this? They study each page of the material, eagerly seeking opportunities to put "the outside firm of sales experts" in its proper place. Safe in the knowledge that they are not criticizing the work of an executive in the home office, the salesmen usually will rip into the material.

In the process of examining the material critically, the salesmen learn new ideas, refresh themselves on old ones and, in effect, absorb sales training without realizing it. Additionally, the criticisms, suggestions and comments they send back are often valuable, and much of it can be incorporated into a revised draft of the material. Where regular sales meetings are held they might profitably be centered on a discussion of the rough draft, the meeting leader seeking agreement from the group as to what changes they would like to see made.

Before Final Version . . .

The process of sending rough drafts to the sales force should continue until all the sections of chapters have been analyzed by the salesmen and returned. In the meantime, the revised draft of the first section, incorporating the best ideas of the salesmen, should be carefully reviewed at regularly scheduled meetings of the sales executive team. New ideas and material coming from and meeting the approval of this group should be incorporated into a final version of each section or chapter. This is valuable refresher training for sales executives, and it serves to keep them abreast of current field problems.

At the end of this process (and it may take a year or more) the company will have a Sales Strategy Manual which embodies the practices of the successful salesmen, the ideas and suggestions of the entire sales force and the seasoned know-how of the sales executive team. When it is finally issued the salesmen will view the manual as "one we wrote ourselves," and the ideas of the old-timers on the sales executive team will have been preserved in print—an unusual accomplishment for any company.

A Sales Strategy Manual is, then, an embodiment of corporate, field selling experience. It is an invaluable tool for rapid orientation of new salesmen and an excellent source of material for sales meetings devoted to developing the skill of the regular sales force. And the actual building of the manual will provide the kind of sales training few formal programs

can hope to equal. The process of building the manual need never be referred to as sales training.

Sales training should be regarded by every company as a continuing activity. It is a mistake to issue a complete manual all at once. The natural tendency is to skim through it in one reading and then toss it aside as no longer being of interest or value. The new manual should be mailed out, to the salesman's home address, a section at a time, perhaps one every three or four weeks. This heightens interest and gives salesmen a chance to study more carefully the ideas in each unit.

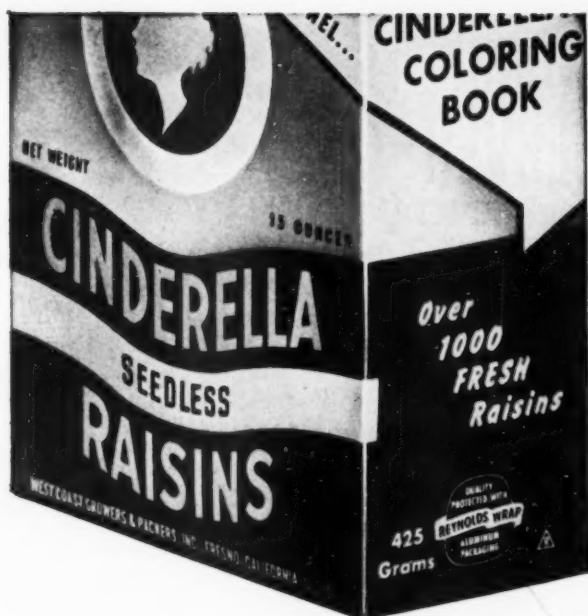
To insure careful reading and absorption of the material in each section or chapter, Case Materials should accompany each mailing of a completed unit. Case Materials consist of stories of actual sales, or situations in which a fictitious salesman failed to make a sale or to obtain a satisfactory conclusion. The case may be as simple or elaborate as your time or budget allow, but it should use illustrations or posed photographs to heighten dramatic interest and realism.

Cases should, of course, deal only with the important selling situations with which (as disclosed by the field study) the sales force needs help. A number of questions should accompany each case, preferably with multiple choice answers for the salesman to study. These questions provide an ideal basis for a contest.

Insure Careful Reading

"Who can get the most answers correct? Compare your thinking with a panel or jury of sales supervisors and executives. You'll find the right answers in the chapter of the manual sent with these Case Materials. But you won't find them spelled out for you in so many words. Which branch or division will get the most number of correct answers—pile up the most points? Which branch or division and which salesmen are going to win the awards?"

Following this procedure will do much to insure a careful reading of and frequent reference to each chapter of the new sales procedure manual. The process of issuing the manual and getting back answers to the Case Materials may take six months or longer. Most important, the practice of analyzing cases will get the men into the habit of analyzing their own handling of selling opportunities, and thus provide continuous self-development.



Tell your sales-boosting
package story with the
name women know...

REYNOLDS WRAP

Watch what happens as the Reynolds Wrap Aluminum Packaging Seal appears *now* on Cinderella Raisins and other famous-brand products. Watch...as more and more manufacturers climb on the bandwagon.

This is the first significant *packaging* identification in sales history. It applies only to the finest product protection known...aluminum. And it tells its story with the name that best evokes to all women the fresh-keeping power of foil...Reynolds Wrap Aluminum Packaging!

However small on the package, that seal will loom larger and larger in the customer's eyes...because, to her, it's a guarantee of protected quality. Cinderella's shining raiment has been a shopping guide for years. But now the seal tells her *how* and *why* these raisins are so fresh... adds *conviction* to supreme eye-appeal. And in just the same way it can proclaim the freshness of foil-packed dehydrated products, margarine, cereals, butter, cheese.

Give your product this sales-boosting identification...the Reynolds Wrap Aluminum Packaging Seal. For more information, contact your nearest Reynolds Sales Office, or write to Reynolds Metals Company, General Sales Office, Louisville 1, Kentucky.

QUALITY
PROTECTED WITH
REYNOLDS WRAP
ALUMINUM
PACKAGING



Identify your package with
the housewife's favorite food-
keeper. Use the Reynolds Wrap
Aluminum Packaging Seal!

REYNOLDS ALUMINUM

SEE "MISTER PEEPERS," starring Wally Cox, Sundays, NBC-TV Network.

**SAVE
\$1.95**

This New FLINT SLICER-SERVER by **EKCO** only \$1.00

REGULAR PRICE
\$2.95

with the purchase of any EKCO product at this store!



SLICE

SERVE

WITH FORK TIP

Send sales slip with name and address
plus \$1 bill to EKCO, Dept. C, P.O. Box 7910,

Chicago 77, Illinois

OFFER GOOD ONLY UNTIL JUNE 15, 1953

WINDOW STREAMER: "Lowest cost return per sale," reports Ekco. Each of the company's 180 salesmen was given 100 streamers to hang in hardware and department stores.

Ekco Samples Its "Flint" Brand To Promote Ekco Name for the Line

Does the public know Ekco makes 2,000 products? Now the answer is more do, thanks to a gigantic premium offer.

An interview with MAURICE B. COSSMAN
Advertising Manager, Ekco Products Co.

Sometimes a manufacturer's product line can be so extensive that the consuming public does not know "which is which."

Ekco Products Co., Chicago, manufacturers of more than 2,000 separate houseware items, recognized the increasing importance of tying in the Ekco name with a diversity of kitchen tools and other articles trade named "Flint" and "Bulldog." Did the public know that Ekco makes shoe trees and stainless steel tableware? Obviously, it did not.

It has been only during the past few years that the company gradually attempted to draw all products under the Ekco name. They had always barreled so hard on the high end Flint line that the cutlery and kitchen tools had become almost completely disassociated with Ekco, in the public's mind. As Maurice B. Cossman, the company's advertising manager, put it, "We had Ekco Products and we had Flint. Our adver-

tising helped to get the merchandise on the counters but we felt it could do even a better job using the Ekco name. Now all advertising on Flint articles has the Ekco name tied in."

Last spring, Ekco's problem of product identification came to a head. "We wanted folks to see our wide line and to know what our trade names are," Cossman said. "To do this we concluded that a sound, simple premium offer of a worth-while Flint kitchen tool, an item not yet introduced to the public might be the vehicle to do it with; this was a combination 'slicer-server,' a stainless steel meat slicer with a forked end. But how were we going to get the knife to the people? We thought of a complicated method of enclosing a small slip of paper with each item which the customer could use as proof of purchasing an Ekco product—but there were no names on the items telling where to send for the premium."

The final plan formulated was aimed at not only building store traffic for dealers handling Ekco products, but gave customers an opportunity to obtain the newest item in the Flint line, with a retail value of \$2.95, by sending \$1 to Ekco with a sales slip showing the purchase of any other Ekco houseware product (cheapest—15c).

John G. Brooks, Ekco vice-president, houseware sales, and Cossman put complete faith in the American public's integrity. "We believed that 99.75% of the people are honest and would send in their sales slips. But if a consumer took the trouble to send us a dollar, sans convincing proof that she'd purchased an Ekco product, we asked no questions. As it turned out, we were right and any loss suffered was insignificant."

First public impact was advertising in large space ads in two national newspaper Sunday supplements, *This Week* and *Parade*, on April 26 and in full pages in the May issues of *Good Housekeeping*, *Woman's Home Companion* and *Woman's Day*; in addition, the premium offer was promoted on three programs of the Tommy Bartlett "Welcome Traveler" show over a national NBC television hookup.

At that time, it was estimated that space advertising had an original cir-

The Province
Published daily except
Sundays and public
holidays at Vancouver, B.C.
Subscription rates: \$1.00 per
month, \$10.00 per year.

The Vancouver Province

Published daily except
Sundays and public
holidays at Vancouver, B.C.
Subscription rates: \$1.00 per
month, \$10.00 per year.

MTWTFSS-100-100

TWO SECTIONS

VANCOUVER, B.C., MONDAY, SEPTEMBER 22, 1953-34 PAGES

PRICE 8 CENTS

METROPOLITAN EDITION

British Troops To Evacuate Suez

VANCOUVER FISH BOATS SEIZED IN CALIFORNIA

SAN FRANCISCO (AP)—British reports will be filed today against two Canadian fishing boats which pulled into Port Bragg, a week ago and refused to supply in violation of customs regulations. The boats, seized by the customs office last week, are the *Isabel*, about 45 feet, skipper Capt. R. J. Hall, and the *Rosalee*, 42 feet, Capt. Peter Brauer. Both are registered from Vancouver, B.C.

Fall Storm Rips At Power Line

Second Onslaught Expected
Later This Week

First autumn storm moved out of the Arctic last night, covering the lower mainland with a heavy blanket of fog and rain. The storm is expected to intensify as it moves south, with a second onslaught expected later this week.

Neutrals Accused By U.N.

Geneva (AP)—The United Nations Security Council today accused neutrals of providing aid to the Chinese in their fight against the Communists.

The council, in a resolution, said that neutrals who provide aid to the Chinese are helping to prolong the conflict.

The council also called on neutrals to stop providing aid to the Chinese.

The council's resolution was adopted by a vote of 10 to 0.

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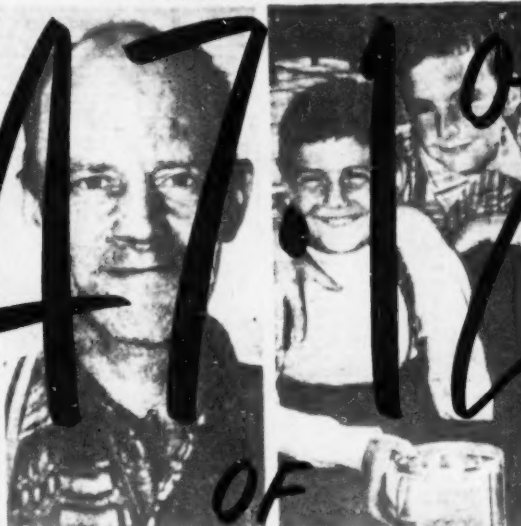
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WIN BATTLE AGAINST STORMY SEA



Will Leave In 18 Months

London And Cairo Come
Closer To Agreement

CAIRO—An official Egyptian source said today that Britain has agreed to remove her troops from the Suez Canal zone within 18 months.

This would put Britain and Egypt nearer a solution of the Suez dispute, but a British embassy spokesman said an early complete agreement is unlikely.

The Egyptian informant stressed that a main hurdle was overcome with British agreement that the base would be made available to Britain and her allies only in event of actual warfare against an Arab state.

Previously Britain had insisted the base be made available in event of threat of war against the Arab states or Russia, Iran and Turkey.

The Arab states include the eight members of the Arab League—Egypt, Iraq, Saudi Arabia, Syria, Lebanon, Jordan, Yemen and Libya.

The spokesman gave the full details of the agreement.

The agreement, estimated to be worth \$100 million, will enable Britain to evacuate her troops from the Suez Canal zone within 18 months of the agreement.

It was also agreed that the base would be made available to Britain and her allies only in event of actual warfare against an Arab state.

Previously Britain had insisted the base be made available in event of threat of war against the Arab states or Russia, Iran and Turkey.

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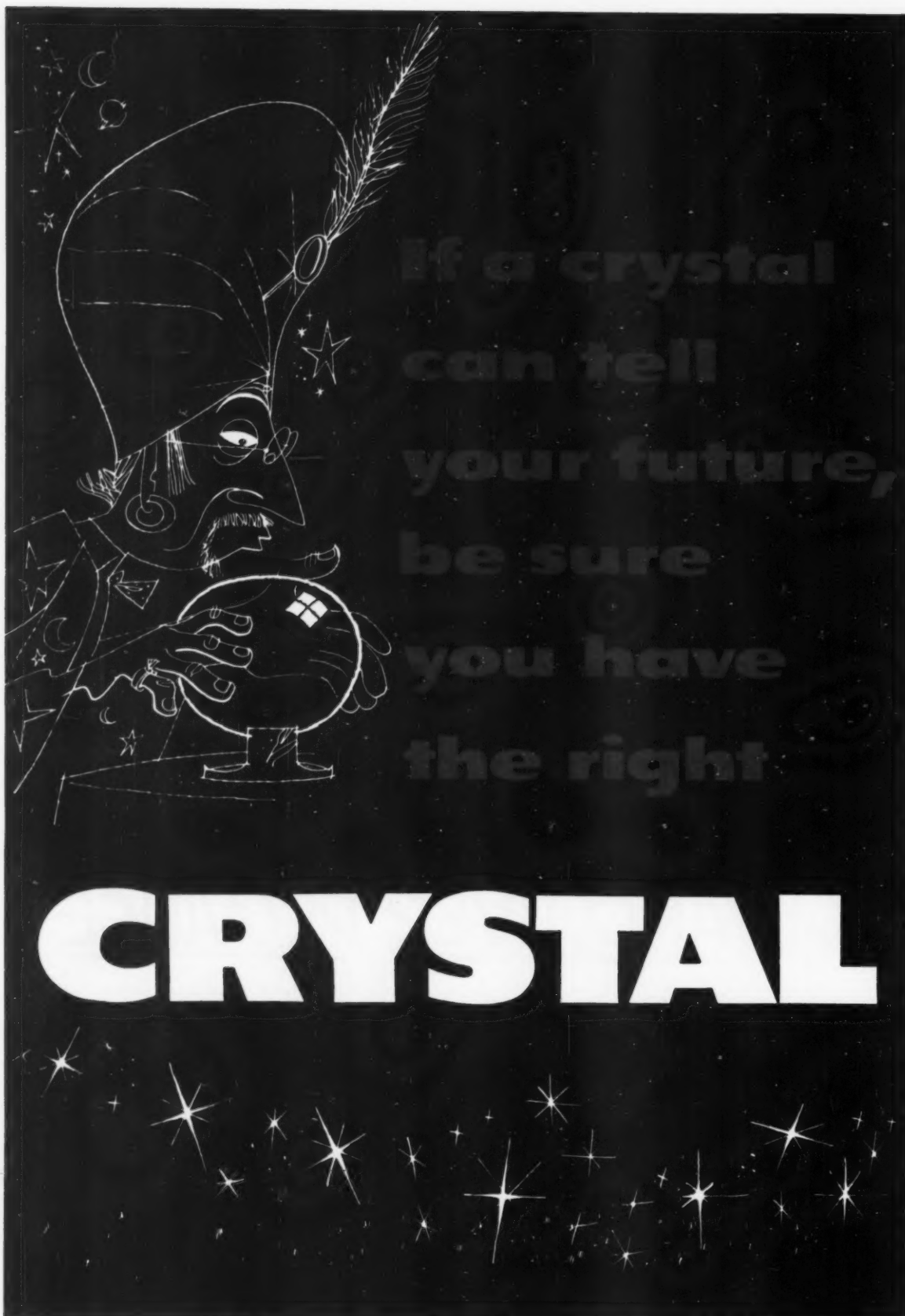
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NOVEMBER 10, 1953

61





THERE ARE many kinds of crystals in the world. One variety is the crystal ball which is supposed to be able to predict your future. There is some doubt about that. Another is the pure, uniform crystal of monosodium glutamate you get when you order Ac'cent. That crystal

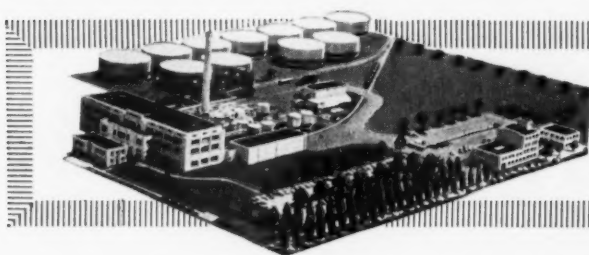
can influence your future. There is no doubt about that. Case histories on hundreds of products using Ac'cent prove how sales leap when Ac'cent is added to a food operation.

One of the many advantages in ordering Ac'cent is that you are assured of monosodium glutamate in its purest, most convenient form. The Ac'cent crystal is free of all foreign ingredients. Standard size crystals will not cake or lump—they do not cling to the sides of containers or dispensers. This

most economical way...even to the point of designing special machines for your particular operation. And all the information gleaned from 10 years of continuous research is constantly made available to the industry. In 1952 alone, 753,249 printed information pieces were mailed to food processors.

Consumer acceptance is another Ac'cent project, and a very successful one. A long-range educational program was launched several years ago to explain monosodium glutamate to the consumer. Housewives now are looking for it on your labels in their grocery stores.

With the growing awareness of monosodium glutamate on the part of consumers and food processors, Ac'cent has expanded its services. A new research center was recently completed in Skokie, Illinois, and an addition was made this year to the Ac'cent plant at San Jose, California. Supplies are now located in convenient warehouses at 39 points throughout the United States and Canada, assuring food processors of a quick and abundant supply



World's Largest Plant Producing Monosodium Glutamate Exclusively, San Jose, California.

results in a uniformity of flavor that pays off in repeat sales.

Ac'cent, you see, is the sole product of Amino Products Division, and, therefore, receives all the attention and care of an only child. For that reason you can always be sure you are getting monosodium glutamate at its best when you order Ac'cent.

And because Ac'cent was the pioneer in the field, and continues with an ever-increasing program of research and development, you receive so much extra in the way of information and service. For instance, a 75-man research and development team is constantly at your service to show you how to get the flavor maximum out of your product in the

of Ac'cent.

The next time you order monosodium glutamate, remember the many advantages that can only be offered by the leader in the field. Remember that a crystal can influence your future...so be sure you choose the right crystal. Specify Ac'cent. You get so much more when you do.

NORTHEASTERN DIVISION
61 Broadway
New York 6, N. Y.

MIDWESTERN DIVISION
318 W. Washington Blvd.
Chicago, Illinois

WESTERN DIVISION
214 Front Street
San Francisco, California

SOUTHEASTERN DIVISION
460 Mailview Avenue, S.W.
Atlanta, Georgia

EAST-CENTRAL DIVISION
90 Hamlin Avenue
East Aurora, New York

SOUTHWESTERN DIVISION
6339 Royal Lane
Dallas 30, Texas

MID-CENTRAL DIVISION
5085 Balfour
Detroit 24, Michigan

EASTERN DIVISION
c/o P. T. Mackie & Company
31 South Calvert St.
Baltimore 2, Maryland



Ac'cent®
PURE MONOSODIUM GLUTAMATE
...makes processed food taste better!



AMINO PRODUCTS Division of International Minerals & Chemical Corporation, 20 North Wacker Drive, Chicago 6, Illinois

NOVEMBER 10, 1953

ulation of more than 26,800,000 with nearly 10 million seeing it via the Bartlett TV show. Readers and viewers learned that they could get this premium until June 15 "to acquaint the country with all Ekco products."

First announcement of the premium offer went to the company's district and territory managers and the Ekco sales force of 180 men in a March 24 sales bulletin from Brooks.

Ekco then sent the complete price book, which Cossman terms as "one of our best selling tools," to their 20,000 retailers along with a red and yellow window streamer. In addition, each salesman was sent 100 of these streamers with the message that it was his job to "put 'em up!" Since most of the men had small territories to cover, it was no great task. In Chicago alone, 1,600 streamers were put in hardware and department store windows.

What Media?

Further dealer impact was gained through merchandising paper advertising in *Hardware Age*, *Hardware Retailer*, *Retailing Daily*, *Housewares Review* and *Chain Store Age*.

Once the program was under way, hardware stores and houseware departments reported store traffic increasing with customers asking for Ekco products, and they asked to see the slicer-server. Upon request of the retailer, Ekco furnished a sample without cost. It was found, happily, that certain dealers were obviously pushing the premium offer and calling it to the attention of their customers as they came into the stores. So, obviously, the sample produced the kind of pay-off Ekco had in mind.

Ekco worked out a coding system whereby they could tell the area from which the request came, with each store's address coded. They found that the lowest cost per response resulted from the store's use of window streamers. But, as Cossman says, "This was not foolproof. The housewife may have seen the offer on TV and then gone to the store to buy an Ekco product, rather than meeting the offer for the first time within the store."

He feels that the advantages and results of Ekco's premium offer may be summed up like this:

1. Thousands upon thousands of Ekco products were introduced into homes.

Consumer Reaction

2. Unlooked for, but received, were many "thank you" letters from consumers, praising Ekco for the "complete honesty" of the offer and the "high quality" of the slicer-server knife. This is practically an unheard-of development in any premium promotion. It proved a point in public relations: "Be honest!"

3. Dealers carrying Flint and Ekco lines were completely happy with the promotion because their sales were stimulated without extra expenditure on their part. Many dealers, too, voiced their appreciation. Good trade relations.

4. In-store customers had their attention called to other Ekco products in most cases. Traffic was stimulated: "Without it, he's done!"

5. Sales slips showed that the higher line of merchandise was sold predominantly, because the public was more familiar with it.

6. "Replies came from towns we never had heard of, with *some* letters enclosing a sales slip for a 15-cent potato peeler; but the important thing was, we sent thousands of people into stores asking for Ekco products. The ladies wanted the knife, because can you think of anything in the house that's used more than a kitchen knife?"

Selling the Line

7. In sending the premium to the customer, Ekco had even more opportunity to acquaint her with the product line. Enclosed with each slicer-server was a five-fold circular showing many more items from tea strainers to pressure cookers. "This way, we showed them the continuing benefits of adding to their now-started sets of Ekco equipment," Cossman says.

8. Immediately following the premium offer's final date, Ekco sent a mailing piece to its 20,000 dealers announcing that the slicer-server was henceforth open stock. "Response was excellent," Cossman says, "and in fact so good that we now plan to include the slicer-server in our kitchen knife sets."

9. Cash register results at Ekco? "The first half of 1953 was the biggest in the history of the company, with the second half estimated to be still bigger. We can't help but feel that our premium promotion program—and this project was a big one—had everything to do with it!"

Now, Cossman figures, consumers may remember "Ekco" when they expose themselves to the company's 2,000 products.

to sell the
Kansas farmer

buy
the

Kansas Farmer

PUBLISHED BY CAPPER PUBLICATIONS, LARGEST AGRICULTURAL PRESS IN THE WORLD.
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco





ON THE PACIFIC COAST

network radio

and DON LEE is the Nation's
greatest regional network

serves more people
more often than any other
advertising medium



DON LEE broadcasting system



MORE STATIONS—With 45 strategically located radio stations DON LEE offers maximum Pacific Coast penetration that no other medium can touch.

MORE ECONOMY—DON LEE delivers more sales impressions per dollar. Each of DON LEE'S 45 stations was designed to give its market the most complete and efficient coverage at the lowest possible cost.

MORE FLEXIBILITY—With DON LEE you can tailor your selling to your distribution. Buy only as much coverage as you need—one market or the entire Pacific Coast.

MORE INFLUENCE—DON LEE can release your sales message from a local outlet in each of 45 important markets (21 of them where DON LEE has the ONLY network station). These stations are members of their communities, with strong local influence. You sell where the people live and buy.

That's why DON LEE consistently carries more regional Pacific Coast business than any other radio network. People who know the Pacific Coast best use...

THE NATION'S GREATEST REGIONAL NETWORK

no other advertising
medium sells as many
Pacific Coast people
in so many places
at such low cost
as DON LEE

Mutual
DON LEE
BROADCASTING SYSTEM

1313 NORTH VINE STREET
HOLLYWOOD 28, CALIFORNIA

Represented Nationally by
JOHN BLAIR & COMPANY



Who Gets What Income and Where?

Sales Management makes marketing history by developing for all metropolitan areas their distributions of consumer spending units and Net Effective Buying Income, providing 4-way variations in the composition of buying power.

BY DR. JAY M. GOULD

**Research Director, the 'Survey of Buying Power,' and
Managing Director, Market Statistics, Inc.**

It has long been recognized that disposable (Net Effective Buying) income; that is, the amount of money people retain after payment of state and federal taxes, is the key indicator of purchasing power, and therefore of the potential demand for consumer goods and services. The estimates of such income, distributed among counties and cities, as published exclusively in annual issues of the SALES MANAGEMENT *Survey of Buying Power* for nearly a quarter of a century, have therefore served as a key factor in setting regional sales quotas and advertising allocations for the products of American industry. It has been long recognized, however, that such data could be immeasurably improved if it were possible to obtain income distributions for all counties, which would then focus attention on those variations in the income make-up of each market which tend to be concealed by broad aggregates and averages of income.

Marketing Background

After many years of spade work, the American Marketing Association, in the face of some opposition, succeeded in introducing an income questionnaire into the 1950 Population Census which it was felt might serve to indicate regional variations in the distribution of income. The opposition to the inclusion of such questions was based on the feeling that people would prove reluctant to answer truthfully questions on earnings which for most persons are secrets, at best shared only with the Bureau of Internal Revenue. For this reason, the Bureau of the Census did not feel it wise to attempt to ascertain the income of persons earning over \$10,000. While this limitation neces-

sarily made the Census of Income incomplete, it was hoped, nevertheless, that sufficient data would be obtained to permit the calculation of income distributions for each area.

The results of the Census of Income, released last year, were of particular interest to the research staff of SALES MANAGEMENT, since they constituted the first government check on the validity of the county income estimates published annually in the *Survey of Buying Power*. Consequently, for the past year we had been engaged in an intensive evaluation of the Census income data.

Census Bureau Falls Short

The first conclusion to be drawn about the over-all accuracy of the Census is that the fears expressed about the extent of coverage proved to be well-founded. Of the total personal income earned in 1949 (the calendar period involved in the Census inquiry), nearly one-fifth was estimated to be *not* accounted for, even when allowance is made for the income of the above \$10,000 recipients. This degree of under-coverage was not unexpected and is not indicative of a poor job of enumeration, but merely points up the difficulties of obtaining a complete Census of Income on a voluntary basis.

The second and more important conclusion drawn by the research staff of SALES MANAGEMENT and Market Statistics, Inc., the organization charged with the responsibility of preparing the *Survey of Buying Power*, was that the degree of under-coverage was surprisingly uniform for individual income groups and types of income. Therefore, it proved possible to adjust for the three major sources of understatement: people not re-

porting income, those reporting but understating, and those earning over \$10,000 and who therefore did not report total income to the Census.

So successful have these adjustments been that it became possible to reconcile the results of the Census of Income, by states, with the independently derived estimates of state income payments issued by the National Income Unit of the Department of Commerce. The latter estimates, based on Internal Revenue Bureau and Social Security data, are considered complete, and not subject to the downward bias implicit in any Census inquiry.

Since the county and city income estimates published in the *Survey of Buying Power* have been geared to the Department of Commerce figures, the reconciliation made it possible to check our county income figures with the adjusted Census results, with a gratifying high degree of agreement. And, as a happy by-product of this analysis, we are now in a position to publish for counties, and therefore for metropolitan areas, the complete distribution of persons and income resulting from that analysis.

How Units Are Defined

Income is defined here, exactly as it was in the 1953 *Survey*, as net Effective Buying Income, or income after taxes. However, in order to make the distributions cover all such income, we employ as the income receiving unit, a "consumer spending unit" rather than the private household or family. The "consumer spending unit" is closely related to the Census term "families and unrelated individuals," which adds to the number of private households the additional income-receiving units living in quarters not classified as a dwelling unit (boarding houses, hotels, military barracks, colleges, etc.), as well as the millions of unrelated individuals living alone or with other families. Thus, in 1950, the official Census count of families and unrelated individuals was 49.4 million, in contrast to only 42.9 million private households.

An alternative way of breaking down the total number of consumer spending units is to distinguish between about 42.0 million so-called "primary" families (i.e. families including among its members the head of a household), and about 2.5 million "sub-families" (i.e. the so-called



INCOME IN STABLE SIOUX CITY MARKET ABOVE NATIONAL NORM!

SALES MANAGEMENT, NOV. 10, 1953

Area and County Name	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and over	
	% of Units	% of Income	% of Units	% of Income	% of Units	% of Income	% of Units	% of Income
U. S. Average—All Counties	31.4	10.5	25.1	19.0	30.9	36.0	12.6	34.5
Sioux City	26.4	8.5	28.1	20.2	32.8	36.5	12.7	34.8

High income from manufacturing, food processing, and diversified farming rate Sioux City and the 49 county Siouxland retail trade area one of the RICHEST MARKETS IN THE WORLD. Sell this great market potential with the dominating circulation of the Sioux City newspapers.

Contact Our National Reps. NOW!

THE SIOUXLAND MARKET AREA

POPULATION 814,800
RETAIL GROCERY SALES \$165,486,000
GROSS FARM INCOME \$1,025,239,000
(Exceeds 37 States)
SALES MANAGEMENT

The Sioux City Journal
JOURNAL-TRIBUNE
NATIONAL REP. JANN & KELLEY, INC.

"doubled-up" married couples or parent-child groups sharing the living quarters of relatives). This gives us a total of about 44.5 million families to which we must add about 9.5 million "unrelated individuals," officially defined as persons (other than inmates of institutions) who were not living in family groups. An "unrelated individual" may be (a) a household head living alone or with non-relatives only, (b) a lodger or resident employee with no relatives in the household, or (c) a "quasi-household" member who has no relatives living with him. (Note: A "quasi-household" is the Census term for persons living in institutions, hotels, and rooming houses. It always comes as a surprise to many that such quarters are not included in the Census Bureau count of households or dwelling units). It is obvious that any definition of consumer units that does not include all the above categories will fall short of accounting for all income earned. The consumer spending unit concept is the appropriate one to use in accounting for the distribution of total personal income. The number of consumer spending

units, defined as above, as of January 1, 1953, was estimated at about 54 million. Total Net Effective Buying Income for 1952 came to \$232 billion.

How Estimates Made

To summarize, then, the data published here were obtained for each area as follows:

(a) The 1949 distributions of spending units, as reported to the Census Bureau in 1950 were adjusted to account for persons not reporting income, and for persons understating income.

(b) The 1949 distributions were then adjusted to 1952 by accounting for the change, in each area, in the number of units falling into each of the 15 income classes distinguished by the Census.

(c) For each income group, in each area, estimates were then made of the mean income after taxes in 1952, including an estimate for the group earning above \$10,000.

(d) Total income was obtained for each area by multiplying for each income group, the number of

units falling in the group, by the mean income of that group.

(e) For purposes of simplification, the original 15 income classes used by the Bureau of the Census were then consolidated into the following four net income classes: \$0 to \$2,499; \$2,500 to \$3,999; \$4,000 to \$6,999, and over \$7,000.

(f) We show, for each area, the percentage of total spending units falling within each of the four net income classes, as well as the percentage of total income. These percentages permit an immediate appreciation, for each area, of the degree of *skewness* of income distribution, or how heavily the distribution is weighted by the presence or absence of high-income units.

For example, the data for the United States show the following distribution:

	\$0-\$2,499	\$2,500-\$3,999	\$4,000-\$6,999	Over \$7,000
Percentage of Units	31.4	25.1		
Percentage of Income	10.5	19.0		
Percentage of Units	30.9	12.6		
Percentage of Income	36.0	34.5		

SELLING FOOD IN LOS ANGELES? In America's second largest food sales market, with an annual volume of nearly one and a half billion dollars, the Los Angeles Times is first in circulation, first in advertising.

THIS IS THE PAPER FOR YOU

During the first eight months of 1953, the Los Angeles Times published 1,744,326 lines of retail and general food advertising—38.9% of all food advertising in the five newspaper field. This topped the second Los Angeles paper by more than 600,000 lines.

FIRST IN CIRCULATION Daily and Sunday

In America's second largest food market, the Los Angeles Times is first by far in daily and Sunday circulation and in number of home-delivered subscribers.



REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT, ATLANTA & SAN FRANCISCO

NOVEMBER 10, 1953

According to **tabulated mail response**
your message on **KYW** can now reach

1,930,010 RADIO FAMILIES

● For spot action in the Middle Atlantic market, you'll be ahead with KYW, the 50,000-watt Westinghouse station in Philadelphia. NBC affiliate.



WESTINGHOUSE RADIO STATIONS Inc

WBZ • WBZA • KYW • KEX • WOWO • KDKA • WBZ-TV • WPTZ

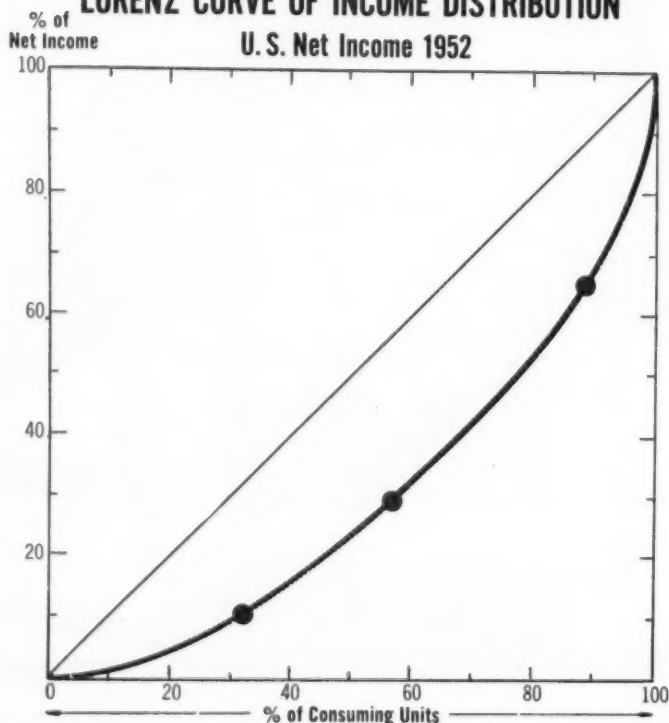
National Representatives, Free & Peters, except for TV;
for WBZ-TV and WPTZ, NBC Spot Sales



In words, this means that the top 12.6% of all units in 1952 earned over \$7,000 after taxes, accounting for 34.5% of all Effective Buying Income. At the other end of the income scale, the bottom 31.4% earned less than \$2,500, and thus accounted for only 10.5% of total Effective Buying Income. These results can be presented visually by what statisticians call a Lorenz Curve, based on the accumulated percentages of units and income, in which each point represents the percentage of all units accounting for a given percentage of all income. See Chart →

Here, the solid 45° line is sometimes called the line of equality, representing the situation obtaining if all units earned the same income. (For then the bottom 10% of units would account for 10% of income, the bottom 20% of units for 20% of income, etc.) The greater the degree of inequality of income distribution, the more the Lorenz Curve would bend away from the line of equality. For any particular market, then, our data would permit the construction of a Lorenz Curve and a quick visual appraisal of the relative differences in the degree of income inequality.

LORENZ CURVE OF INCOME DISTRIBUTION
U. S. Net Income 1952



WSM pulls in the mail for Martha White



Martha White
A QUALITY LINE SINCE 1888

MARTHA WHITE MILLS, INC.

GENERAL OFFICES • NASHVILLE 6, TENNESSEE

September 21, 1953

Mr. Thomas C. Harrison
Radio Station WSM
Nashville, Tennessee

Dear Tommy:

On all stations carrying Martha White programs, we are offering \$100.00 a week for the best recipe with self-rising flour or self-rising corn meal. The mail return for the first two months, July and August, is now tabulated and shows that WSM has drawn more mail than the 42 other stations combined. Thus far your station has accounted for 65% of the total mail received.

It is interesting, I think, to note that this WSM mail came from 15 states — every possible point where a person could obtain a Martha White label in order to enter the contest.

Once again we salute the phenomenal selling power of WSM radio.

Sincerely,

MARTHA WHITE MILLS, INC.

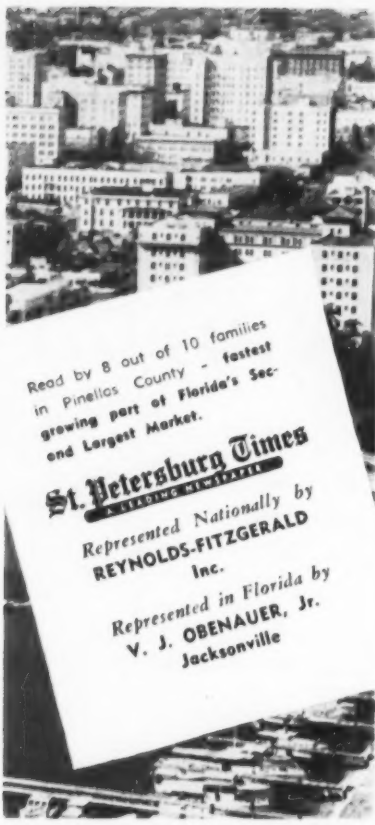
Cohen
Cohen T. Williams
President

Mr. Williams has said it better than we ever could . . . just one more example of WSM's pulling power throughout the Central South. If your product could use a healthy upward push, contact Tom Harrison or any Petry Man and find out what WSM can do for you.

WSM

Nashville • Clear Channel • 50,000 Watts



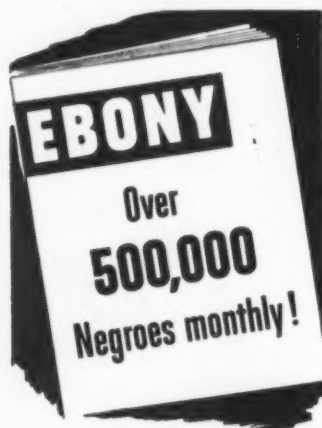


Read by 8 out of 10 families
in Pinellas County - fastest
growing part of Florida's Sec-
ond Largest Market.

St. Petersburg Times
A LEADING NEWSPAPER

Represented Nationally by
REYNOLDS-FITZGERALD
Inc.

Represented in Florida by
V. J. OBENAUER, Jr.
Jacksonville



EBONY

Over
500,000
Negroes monthly!

LATEST RESEARCH REPORT:

- 34% of Ebony families own their homes
- Median income of Ebony families is \$3,620
- 52.7% have attended high school
- 48% of Ebony families own automobiles
- 65.7% own television sets

Let us send you a copy—

Johnson Publishing Co., Inc.
1820 South Michigan Avenue, Chicago, Ill.
New York Office: 55 West 42nd Street
Los Angeles Office: 1127 Wilshire Blvd.

Of greater significance, however, is the fact that immediate appraisals can be made of the varying *quality* of each market. Thus, the data show that the three richest counties in the United States, in terms of the highest percentages of units and income, are Montgomery County, Maryland, in the Washington, D. C., Metropolitan Area, and Westchester and Nassau Counties in the New York Metropolitan Area. The top income group of these three counties accounted for 64.3%, 62.8% and 57.4% of total income respectively, as contrasted with the average percentage for the United States of 34.5%.

In a similar manner, the counties and metropolitan areas shown here can be rated with respect to their respective concentration in the low or middle income brackets. For example, the county with the highest proportion of low income units (72.8%) is Chattahoochee, which, while included in the Columbus, Georgia, Metropolitan Area, is primarily a military post.

Another interesting problem is to see how income distribution is correlated to size of metropolitan area. It appears that in general the larger the metropolitan area, the greater the concentration in the high income brackets, though there are interesting exceptions. For instance, consider the percentages of income falling into the top income group for the following 20 leading areas, arranged in order of population size:

Metropolitan Area	Percent of Income in Top Income Group
New York-N.E. New Jersey (N.Y.-N.J.)	43.8
Chicago (Ill.)	43.2
Los Angeles (Cal.)	37.6
Philadelphia (Pa.)	37.7
Detroit (Mich.)	39.8
Boston (Mass.)	37.3
San Francisco-Oakland (Cal.)	38.7
Pittsburgh (Pa.)	32.8
St. Louis (Mo.)	34.0
Washington (D.C.)	46.4
Cleveland (Ohio)	41.0
Baltimore (Md.)	36.1
Minneapolis-St. Paul (Minn.)	36.7
Buffalo (N.Y.)	32.4
Cincinnati (Ohio)	34.6
Houston (Texas)	38.1
Milwaukee (Wis.)	36.5
Kansas City (Mo.)	35.2
Seattle (Wash.)	35.2
Portland (Ore.)	32.2
U.S. Average	34.5

One way to facilitate forceful comparisons of particular areas is to bear the U.S. averages in mind. By relating the percentages to the U.S.A. figures, for instance, we find these ratios for New York County:

Income Group	Percent of Dollars
\$0 - 2,499	138
\$2,500 - 3,999	98
\$4,000 - 6,999	63
\$7,000 & over	128

In a similar manner, with these percentages calculated, all the areas can be ranked with respect to their concentrations in any particular bracket.

Median vs. Mean

The simultaneous calculation for all areas of median income as well as mean income now also becomes possible, for the first time in the history of marketing statistics. Statisticians know that the difference between the *median* income (i.e. the income of the "middle" unit, on either side of which lies one half of all units, ranked by income) and the *mean* income (total income divided by the total number of units) is the best indicator of "skewness," i.e. the degree to which the income distribution is unbalanced. This is so, because the presence of even a few well-to-do units tends to pull the mean up without affecting the median. Now, since the median is the value on the income scale on either side of which 50% of all units lie, our data permit the calculation of medians by interpolation. Thus, for instance, in the Los Angeles area, since 24.3% of all units fall in the first group, 24.2% in the second group, it is clear that 48.5% of all units earn less than \$4,000. The median income must therefore be a little over \$4,000. In like manner the data will permit at least rough calculations of medians by inspection for all areas.

In general, then, the data shown here, by illuminating the *composition* of each market, go beyond the aggregates of population and income previously published, and explain how, in some cases, per capita income averages might actually be misleading when taken as representative of an entire market. Note, for instance, how the trek to the suburbs in the last decade has stripped New York County of its middle income groups so that it now has, in relation to the national averages, an excessive concentration in both the very high and very low income groups—literally, a county of "princes and paupers." It

SALES MANAGEMENT

You Can't Sell...

PENNSYLVANIA'S 3rd MARKET

WITHOUT

(SCRANTON and WILKES-BARRE)

The Scranton Times

The **true** Scranton-Wilkes-Barre area is exactly the same as it has always been. For statistical purposes the U.S. Census Bureau recently divided it into two county areas, but this did not change the geography. These counties are so closely allied that it is almost impossible to tell one from the other. There is no boundary line distribution-wise as the major chains and wholesalers will testify.

The City of Scranton is larger than Wilkes-Barre. The two areas combined, 620,000 population and 176,000 households, **definitely** makes this the **THIRD MARKET** in Pennsylvania and actually the 24th Metropolitan County area in the country.



The SCRANTON TIMES Delivers

79.8% COVERAGE

in the Scranton City Zone

66.2% COVERAGE

in the balance of Lackawanna Co.

For more than fifty years the Scranton Times has been the leader in Scranton in editorial content, circulation and advertising acceptance. Because of this dominant position we repeat, **you cannot sell Pennsylvania's Third Market Without...**

The Scranton Times

GEORGE A. McDEVITT CO., INC., National Representatives • New York, Chicago, Philadelphia, Pittsburgh, Detroit

How do YOU measure a newspaper's dominance?

By retail advertising leadership?

Here's how San Francisco merchants used their newspapers: Retail Advertising (first 8 months 1953 vs. 1952)*

Daily Newspapers	1953 Lines	1952 Lines	Lines Gain or Loss	% Gain or Loss
San Francisco Examiner	5,073,393	4,670,141	+403,252	+8.6%
Second Newspaper	3,953,158	4,465,409	-512,251	-11.5%
Third Newspaper	3,563,113	3,614,488	-51,375	-1.4%
Fourth Newspaper	3,455,365	3,378,109	+77,256	+2.3%
Sunday Newspapers				
San Francisco Examiner	3,416,898	3,025,867	+391,031	+12.9%
Second Newspaper	2,273,306	2,249,694	+23,612	+1.0%

The Examiner's leadership has grown steadily because local merchants know the newspaper that does the best job of selling their merchandise.

Any way you measure—news, circulation, advertising . . . daily or Sunday—The Examiner is *by far* the dominant newspaper in San Francisco.

The San Francisco Examiner

HEARST ADVERTISING SERVICE

*Authority: Media Records



Impressive Figure

Home ownership of 74% in Rockford, Illinois against a national average of 51% is a really "impressive figure", one which should convince you that Rockford is a rich potential market. Over 422 diversified industries, and a trading area that produces \$400 million worth of agricultural products, gives the average Rockford household an income of \$7,223*. Complete coverage of this trading area is obtained in the Rockford Morning Star and Rockford Register-Republic. Let us send you the latest Consumer Survey of your product. Write today!

*1953 SRDS Consumer Income Data.

105,438 City Population—100th City in the U.S.A.

AT THE TOP IN ILLINOIS

ROCKFORD

**BEST TEST CITY IN
THE MID-WEST**

131,123 A.B.C. CITY ZONE

441,222 A.B.C. RETAIL TRADING ZONE

**ROCKFORD MORNING STAR
Rockford Register-Republic**

REPRESENTED NATIONALLY BY BURKE, KUIPERS & MAHONEY, INC.

might be emphasized at this point that these figures, and the inferences flowing therefrom, have never before been published. It is in the light of this fact that a study of the data can turn up new and hitherto unrealized relationships.

While limitations of space make it impossible to publish in this issue the actual data on units and income on which the percentages were based, manufacturers and distributors will note that the data in this form will permit the computation of sales quotas for areas geared to particular income brackets. Thus, the distribution of particularly high-price luxury goods would probably correlate highly with the amount of income in each market of those earning over \$7,000 Effective Buying Income each year.

In fact, such data open up new and exciting possibilities in the construction of scientific sales quotas. Many manufacturers, for instance, have been able, on the basis of consumer surveys, to determine nationally what proportion of each income group could be regarded as potential consumers of their product. These proportions now can be applied to the number of units and volume of income, by income group, to each of

our markets to yield a new potential for each market never before available. Those interested in the use of the new data for such purposes may write to Market Statistics, Inc., 432 Fourth Avenue, New York 16, N. Y.

One final word on the definition of the market areas shown here, which, as in the *Survey of Buying Power* (p. 170) are based primarily on the Standard Metropolitan Areas defined by the federal government. For the New England areas, however, defined by the government along township lines, we substitute cor-

responding definitions employing county units. The count of so-called "official" standard metropolitan county areas now stands at 165. Recent additions to the "official" list are Dubuque, Fort Smith, and Hampton-Newport News-Warwick. In the past year, however, the official definition of the San Bernardino area has been changed to include the county of Riverside. The full title of the revised metropolitan area is San Bernardino-Riverside-Ontario. In the 1953 *Survey of Buying Power*, in addition to the official areas, SALES MANAGEMENT added some 60 additional "potential" metropolitan county areas with central cities of more than 35,000 persons, serving areas of at least 60,000 persons with annual retail sales of \$75 million. In addition to these, we have in this issue broadened the list of "potential" areas to include Paducah, Kentucky; Billings and Great Falls, Montana, and Las Vegas, Nevada.

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Now turn the page for income distributions for all metro areas.

Let's Get MONTGOMERY Income Pegged Where It Belongs!

83.9% of all Montgomery Metropolitan Area Income falls in the \$2,500 plus bracket and is held by 57.1% of consumer spending units. 67.4% of all income, held by 37.7% of consumer spending units, falls in the \$4,000 plus bracket — a greater percentage than any other Alabama Metropolitan Area.

32.8% of all income, held by 11.2% of consumer spending units, falls in the \$7,000 plus bracket — again, tops in Alabama.

With 62.3% of all consumer spending units earning up to \$4,000 and 37.7% earning more than \$4,000, Montgomery offers a *balanced* income picture to both staple and luxury products unmatched by any other Alabama market!

AND—WE'RE GROWING

Since 1939 these increases have taken place:

Total Retail Sales up 335%

Food Sales up 398%

Furniture-Household Radio Sales up 343%

Automotive Sales up 457%

To sell the deep South
you have to sell ALABAMA;
To sell Alabama you must sell
MONTGOMERY first!

WAPX	ABC	WALKER COMPANY
WCOV	CBS	TAYLOR COMPANY
WJ J J	MUTUAL	WEED COMPANY
WSFA	NBC	HEADLY-REED

Consumer Spending Units by Net Income Groups

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
	ALABAMA										CALIFORNIA								
17	Birmingham	35.5	12.7	26.2	21.3	27.6	34.6	10.7	31.4	33	Fresno	29.1	9.4	24.1	17.5	33.1	37.0	13.7	36.1
	Jefferson	35.5	12.7	26.2	21.3	27.6	34.6	10.7	31.4		Fresno	29.1	9.4	24.1	17.5	33.1	37.0	13.7	36.1
54	Gadsden	39.3	15.9	27.0	24.7	27.4	38.5	6.3	20.9	83	Los Angeles	24.3	7.5	24.2	16.7	35.9	38.2	15.6	37.6
	Etowah	39.3	15.9	27.0	24.7	27.4	38.5	6.3	20.9		Los Angeles	24.1	7.4	24.1	16.6	36.0	38.2	15.8	37.8
93	Mobile	40.5	15.8	24.9	21.8	28.1	35.3	8.5	27.1		Orange	28.3	9.4	26.5	19.8	33.4	38.5	11.8	32.3
	Mobile	40.5	15.8	24.9	21.8	28.1	35.3	8.5	27.1	121	Sacramento	22.3	6.8	23.6	16.2	39.1	41.3	15.0	35.7
94	Montgomery	42.9	16.1	19.4	16.5	26.5	34.6	11.2	32.8		Sacramento	22.3	6.8	23.6	16.2	39.1	41.3	15.0	35.7
	Montgomery	42.9	16.1	19.4	16.5	26.5	34.6	11.2	32.8	128	San Bernardino- Riverside-Ontario	34.0	12.5	27.5	23.0	29.5	38.1	9.0	26.4
	ARIZONA										Riverside	39.0	14.6	25.2	21.2	26.2	34.1	9.6	30.1
107	Phoenix	35.2	12.2	25.3	19.8	28.6	34.5	10.9	33.5		San Bernardino	30.9	11.4	28.9	24.0	31.6	40.3	8.6	24.3
	Maricopa	35.2	12.2	25.3	19.8	28.6	34.5	10.9	33.5	129	San Diego	30.7	10.5	26.1	20.1	32.0	38.0	11.2	31.4
218	Tucson	35.9	13.0	25.1	20.5	29.0	36.4	10.0	30.1		San Diego	30.7	10.5	26.1	20.1	32.0	38.0	11.2	31.4
	Pima	35.9	13.0	25.1	20.5	29.0	36.4	10.0	30.1	130	San Francisco - Oakland	22.5	6.7	23.9	16.0	37.4	38.6	16.2	38.7
	ARKANSAS										Alameda	22.4	6.7	23.8	16.1	37.9	39.4	15.9	37.8
50	Fort Smith	44.2	17.3	25.6	22.6	22.2	30.2	8.0	29.9		Contra Costa	21.0	6.6	25.3	17.7	40.5	43.8	13.2	31.9
	Sebastian	44.2	17.3	25.6	22.6	22.2	30.2	8.0	29.9		Marin	19.5	5.2	20.5	12.2	38.1	35.1	21.9	47.5
81	Little Rock - North Little Rock	38.7	14.2	23.9	19.8	27.0	34.5	10.4	31.5		San Francisco	25.5	7.8	24.5	16.9	34.0	36.2	16.0	39.1
	Pulaski	38.7	14.2	23.9	19.8	27.0	34.5	10.4	31.5		San Mateo	13.2	3.3	18.9	10.5	44.4	38.0	23.5	48.2
217	Texarkana	50.0	23.3	25.0	26.2	20.5	33.0	4.5	17.5		Solano	25.1	8.7	29.6	23.2	36.0	43.5	9.3	24.6
	Miller	55.7	27.5	22.8	25.3	17.3	29.8	4.2	17.4	131	San Jose	26.5	8.2	22.4	15.5	36.4	39.0	14.7	37.3
	Bowie (Tex.)	46.8	21.1	26.1	26.6	22.3	34.8	4.8	17.5		Santa Clara	26.5	8.2	22.4	15.5	36.4	39.0	14.7	37.3

* On June 9, 1953, the San Bernardino area title was changed to San Bernardino-Riverside-Ontario, California and its definition changed to include both San Bernardino and Riverside Counties, California, thus eliminating Riverside as a separate potential metropolitan area.



Represented Nationally by Moloney, Regan & Schmitt, Inc.

Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
144	Stockton.....	30.8	10.2	25.3	19.0	31.9	36.9	12.2	33.9	113	Adams.....	31.7	11.6	30.0	24.9	29.6	37.7	8.7	25.8
	San Joaquin.....	30.6	10.2	25.3	19.0	31.9	36.9	12.2	33.9		Arapahoe.....	21.4	6.8	30.7	22.1	36.6	40.6	11.3	30.5
173	Bakersfield.....	24.6	7.6	23.4	16.2	37.9	40.5	14.1	35.7		Denver.....	28.0	8.7	24.5	17.4	33.2	36.0	14.3	37.9
	Kern.....	24.6	7.6	23.4	16.2	37.9	40.5	14.1	35.7		Jefferson.....	22.1	6.8	26.1	18.5	38.9	42.3	12.9	32.4
214	Santa Barbara.....	30.6	9.6	23.3	16.4	32.1	34.8	14.0	39.2		Pueblo.....	26.2	9.2	30.7	24.3	33.5	40.9	9.6	25.6
	Santa Barbara.....	30.6	9.6	23.3	16.4	32.1	34.8	14.0	39.2	181	Pueblo.....	26.2	9.2	30.7	24.3	33.5	40.9	9.6	25.6
	COLORADO										Colorado Springs.....	40.0	14.9	26.4	22.2	23.4	30.3	10.2	32.6
39	Denver.....	27.2	8.5	25.6	18.4	33.7	37.2	13.5	35.9		El Paso.....	40.0	14.9	26.4	22.2	23.4	30.3	10.2	32.6

Experts Pick Best Test Markets By Regions and Population Groups

Manufacturer and agency experts evaluate 227 test cities as test areas for a new food product.

Turn to page 110 of this issue

METROPOLITAN Peoria .. 28th in POPULATION .. 3rd in Per Capita BUYING INCOME

Rank in Group	Metro. County Area POPULATION	Effective BUYING INCOME	Per Capita RETAIL SALES	Per Capita BUYING INCOME
1. Fall River	300,400	\$644,955,000	Omaha \$1,240	Wichita \$1,885
2. Canton	296,400	\$615,203,000	Wichita \$1,237	Sacramento \$1,864
3. Salt Lake City	293,100	\$603,583,000	Tulsa \$1,227	3. PEORIA \$1,854
4. Utica	291,700	\$585,675,000	Grand Rapids \$1,221	Canton \$1,759
5. Johnstown	289,100	\$577,622,000	Sacramento \$1,218	Wilmington \$1,737
6. Flint	287,200	\$572,768,000	Syracuse \$1,216	Flint \$1,735
7. Wilmington	285,900	\$565,339,000	Fresno \$1,200	Tulsa \$1,725
8. Wichita	272,500	\$544,449,000	Wilmington \$1,181	Richmond \$1,734
9. Tulsa	271,000	\$542,838,000	Oklahoma City \$1,162	San Jose \$1,724
10. PEORIA	260,700	\$521,368,000	San Jose \$1,143	Syracuse \$1,706
11. Duluth	259,600	\$518,303,000	Flint \$1,132	Omaha \$1,702
12. Jacksonville	300,400	\$13,663,000	Phoenix \$1,129	Tacoma \$1,694
13. Knoxville	296,400	\$9,004,000	Harrisburg \$1,127	Reading \$1,649
14. Knoxville	296,400	\$8,353,000	Richmond \$1,124	Oklahoma City \$1,632
15. PEORIA	293,100	\$6,545,000	Salt Lake City \$1,124	Utica \$1,596
16. Canton	291,700	\$3,776,000	16. PEORIA \$1,106	Fresno \$1,551
17. Canton	289,100	\$2,750,000	Canton \$1,191	Grand Rapids \$1,551
18. Canton	287,200	\$487,770,000	Duluth \$1,079	San Bernardino \$1,533
19. PEORIA	285,900	\$483,283,000	Jacksonville \$1,072	Harrisburg \$1,525
20. Canton	287,200	\$477,061,000	Reading \$1,067	Salt Lake City \$1,523
21. Salt Lake City	293,100	\$477,061,000		
22. Utica	291,700	\$477,061,000		
23. Johnstown	289,100	\$477,061,000		
24. Flint	287,200	\$477,061,000		
25. Wilmington	285,900	\$477,061,000		
26. Wichita	272,500	\$477,061,000		
27. Tulsa	271,000	\$477,061,000		
28. PEORIA	260,700	\$477,061,000		
29. Duluth	259,600	\$477,061,000		

In the 250M to 400M Pop. Group..
165 Metro. County Areas

Peoria Ranks...
28th in POPULATION
19th in Eff. BUYING INCOME
16th in PER CAPITA RETAIL SALES
3rd in PER CAPITA BUYING INCOME

PEORIA JOURNAL STAR
Covers All Peoria Area
Represented Nationally by WARD-GRIFFITH CO., Inc.

Consumer Spending Units by Net Income Groups—Continued

Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499	\$2,500 to \$3,999	\$4,000 to \$5,999	\$7,000 and Over	Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499	\$2,500 to \$3,999	\$4,000 to \$5,999	\$7,000 and Over
		% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars
19	CONNECTICUT					104	Orlando	43.6	16.2	22.8	19.1
	Bridgeport-Stamford-Norwalk	20.4	5.4	24.6	14.7		Orange	43.6	16.2	22.8	19.1
63	Hartford-New Britain	19.0	5.6	26.6	17.4	147	Tampa-St. Petersburg	44.8	17.4	23.7	20.8
	Hartford	19.0	5.6	26.6	17.4		Hillsborough	44.8	18.0	24.5	22.3
97	New Haven	22.2	6.9	27.6	19.3		Pinellas	44.4	16.6	22.5	19.1
	Waterbury	22.2	6.9	27.6	19.3	191	Fort Lauderdale	36.9	12.3	24.1	18.1
203	New London-Norwich	29.8	10.6	29.4	23.5		Broward	36.9	12.3	24.1	18.1
	New London	29.8	10.6	29.4	23.5	206	Pensacola	41.3	17.0	27.2	25.2
							Escambia	41.3	17.0	27.2	25.2
	DELAWARE					221	West Palm Beach	47.7	18.0	20.0	17.1
161	Wilmington	24.2	7.1	23.8	15.7		Palm Beach	47.7	18.0	20.0	17.1
	New Castle	23.9	6.9	23.8	15.4						
	Salem (N. J.)	25.9	8.3	23.4	17.0		GEORGIA				
185	DIST. OF COLUMBIA					8	Atlanta	33.3	10.8	22.6	16.7
	Washington	20.2	5.6	21.6	13.7		Cobb	32.9	12.1	26.6	22.2
	Dist. of Columbia	24.6	7.7	24.5	17.3		De Kalb	22.7	6.4	22.3	14.4
	Montgomery (Md.)	12.2	2.6	14.4	6.7	10	Fulton	36.4	12.2	22.3	16.9
	Prince George's (Md.)	17.1	5.0	21.3	13.9		Augusta	48.0	20.3	21.3	20.4
	Arlington (Va.)	11.1	2.7	17.1	9.2		Richmond	46.2	19.0	22.2	20.6
	Fairfax (Va.)	19.3	5.2	18.6	11.3	32	Aiken (S. C.)	52.8	23.8	19.2	19.6
	FLORIDA						Columbus	48.6	20.0	21.4	20.0
69	Jacksonville	37.6	13.8	25.4	21.0		Russell (Ala.)	56.3	28.4	21.3	24.4
	Duval	37.6	13.8	25.4	21.0	86	Chattahoochee	72.8	42.2	11.5	15.1
90	Miami	33.2	10.5	23.3	16.7		Muscogee	42.0	15.9	23.3	19.9
	Dade	33.2	10.5	23.3	16.7		Macon	41.4	16.5	25.5	23.0
							Bibb	41.5	16.3	24.8	21.9
							Houston	41.0	18.0	29.4	29.2
						132	Savannah	44.8	18.1	23.3	21.2
							Chatham	44.8	18.1	23.3	21.2

¹ Arlington County combined with Alexandria (independent city).
² Fairfax County combined with Falls Church (independent city).

A PERFECT EXAMPLE OF
crazy arithmetic
 IN WASHINGTON, D.C.

when you insert a 1000 line ad in Washington papers

You might get 54,629 less home delivery
 for \$100 more cost . . . if you don't watch out!

Look
 at
 this:

	STAR (60c a line)	TIMES-HERALD (70c a line)	POST (58c a line)
COST	\$600	\$700	\$580
Home Delivered Daily	174,544	141,272	135,848
Home Delivered Sunday	207,359	152,730	140,031

The Star also has the lowest milline rate in Washington based on total net paid

FOR \$100 LESS than the cost of inserting the same
 ad in the Times-Herald, THE WASHINGTON STAR delivers
 your ad to 54,629 more homes Sunday and 33,272 more homes daily.

FOR \$20 MORE than the cost of inserting the same ad
 in the Post, THE WASHINGTON STAR delivers your ad to
 67,328 more homes Sunday and 38,696 more homes daily.



We leave it
 to you —

Which paper
 is the
 best buy?

IN WASHINGTON, THE OVERWHELMING PREFERENCE IS FOR AN EVENING NEWSPAPER

The Washington Star
 EVENING AND SUNDAY WASHINGTON, D. C.

Represented nationally by: O'Mara and Ormsbee, Inc., 420 Lexington Ave., NYC 17; The John E. Lutz Co., Tribune Tower, Chicago 11.

FAVORED with a very good position among the USA's first 100 markets . . . the Quad-Cities have the population and the buying power to make your advertising *profitable*.

* * *

CHOOSE the media that cover the larger section of the Quad-City market . . . the Illinois side where *57% of the people live . . . and where 65% of the payroll is signed*.

ROCK ISLAND • MOLINE • EAST MOLINE • THREE OF
THE QUAD-CITIES — NOW NEARLY ¼ MILLION



Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
178	IDAHO									38	Decatur	24.3	7.9	29.6	21.6	34.4	38.7	11.7	31.8
	Boise	30.7	10.6	27.1	21.0	30.9	36.7	11.3	31.7		Macon	24.3	7.9	29.6	21.6	34.4	38.7	11.7	31.8
	Ada	27.4	9.0	26.4	19.5	33.5	38.2	12.7	33.3		Peoria	20.9	6.5	29.6	20.9	36.4	39.6	13.1	33.0
28	ILLINOIS									105	Peoria	22.7	7.1	27.8	19.5	35.8	38.5	13.7	34.9
	Chicago	17.9	4.9	23.3	14.4	39.4	37.5	19.4	43.2		Tazewell	16.5	5.3	34.0	24.3	38.0	41.8	11.5	28.6
	Cook	18.0	4.9	23.0	14.1	39.1	37.0	19.9	44.0		Rockford	18.5	5.7	27.1	18.7	41.9	44.6	12.5	31.0
36	ILLINOIS									140	Winnebago	18.5	5.7	27.1	18.7	41.9	44.6	12.5	31.0
	Du Page	13.3	3.2	17.9	9.7	42.9	35.6	25.9	51.5		Springfield	26.6	8.7	28.3	20.9	32.2	36.7	12.9	33.7
	Kane	18.0	5.2	24.6	15.9	41.1	41.0	16.3	37.9		Sangamon	26.6	8.7	28.3	20.9	32.2	36.7	12.9	33.7
177	ILLINOIS									177	Bloomington	32.6	10.8	24.1	17.9	30.2	34.6	13.1	36.7
	Lake	23.8	6.5	22.4	13.9	34.4	32.8	19.4	46.9		McLean	32.6	10.8	24.1	17.9	30.2	34.6	13.1	36.7
	Will	17.3	5.3	28.4	19.5	40.7	43.1	13.6	32.1		Champaign-Urbana	45.2	17.0	19.9	16.9	24.2	31.6	10.7	34.5
180	ILLINOIS									180	Champaign	45.2	17.0	19.9	16.9	24.2	31.6	10.7	34.5
	Lake (Ind.)	14.7	4.4	28.2	18.9	42.4	43.7	14.7	33.0		Danville	26.8	9.0	30.2	23.0	32.5	38.0	10.5	30.0
	Davenport - Rock Island - Moline	19.8	6.3	29.5	21.0	38.7	42.5	12.0	30.2		Vermilion	26.8	9.0	30.2	23.0	32.5	38.0	10.5	30.0
183	ILLINOIS									183	Danville	26.8	9.0	30.2	23.0	32.5	38.0	10.5	30.0
	Rock Island	18.3	5.8	30.3	21.7	40.4	44.7	11.0	27.8		Vermilion	26.8	9.0	30.2	23.0	32.5	38.0	10.5	30.0
36	ILLINOIS									36	Danville	26.8	9.0	30.2	23.0	32.5	38.0	10.5	30.0
	Scott (La.)	21.9	6.9	28.5	20.1	36.3	39.6	13.3	33.4		Vermilion	26.8	9.0	30.2	23.0	32.5	38.0	10.5	30.0

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When the Nickel Plate Road (The New York, Chicago and St. Louis Railroad Company) decided to promote a weekend excursion trip from Chicagoland to Niagara Falls through radio advertising, Station WMAQ was chosen to do the job — ALONE.

A schedule of only 15 announcements resulted in a complete sellout of 950 excursion trips—or a 3000 PER CENT return on the advertising investment. As the Nickel Plate wrote:

"This response is certainly a fine testimonial to the effectiveness of your handling of the announcements. It is my understanding . . . that your announcers were specially instructed to get results, and there is no question that they did."

HERE IS PROOF OF SELLING POWER!

Needless to say, the Nickel Plate soon was back with another WMAQ schedule. This advertiser, like so many others, has learned there is NO SUBSTITUTE for the *Quality Audience* and *Quality Selling* of

the QUALITY STATION in Chicago Radio...



Quality Programming
Quality Facilities
Quality Audience



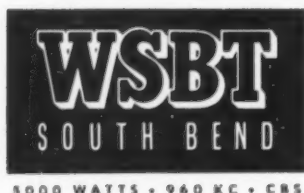
TALK ABOUT

**BUYING
POWER!**

Sales Management figures in this issue show that South Bend tops the Nation in per cent of Consumer Spending Units in Net Income Groups over \$4,000. What a Market! And you can test it . . . capture it . . . with either WSBT-Radio or WSBT-TV.

WSBT-Radio, with 32 years of fine performance on the air, has ratings and sets-in-use figures far, far above national average.

WSBT-TV with its superb picture, ideal terrain, top-notch programming and fast set conversion is recognized as America's outstanding UHF operation.



WSBT-TV

CHANNEL 34

**SOUTH
BEND,
IND.**

CBS • NBC • DuMont • ABC

Get the full story from **PAUL H. RAYMER COMPANY, INC.**, National Representatives

According to **SALES MANAGEMENT** figures

your message on **WOWO** can now reach

3,701,600 PEOPLE

Indiana's only full-time 50,000 watt station

- Dominant coverage of 69 counties in the rich Midwestern market.



WESTINGHOUSE RADIO STATIONS Inc

WBZ • WBZA • KYW • KEX • WOWO • KDKA • WBZ-TV • WPTZ

National Representatives, Free & Peters, except for TV, for WBZ-TV and WPTZ, NBC Spot Sales



NBC Affiliate

STRONG FACTS ON SOUTH BEND, IND.



Look what you get when you advertise in the South Bend Tribune: **1.** 103.3% coverage of South Bend's Metropolitan Area. **2.** Milline rates 24.3% below the average of comparable newspapers. **3.** Potential customers whose median personal income and average family income are highest in the Nation. **4.** A reliable, nationally-recognized test market . . . Get all the facts. Write for free market data book, "Test Town, U.S.A."

The South Bend Tribune



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

F. A. Miller — Pres. and Editor Franklin D. Schurz — Secy. and Treas.
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
47	INDIANA									148	Terre Haute	32.8	11.8	27.5	22.3	30.6	38.1	9.1	27.8
	Evansville	26.1	8.7	30.0	22.5	32.8	37.8	11.1	31.0		Vigo	32.8	11.8	27.5	22.3	30.6	38.1	9.1	27.8
51	Vanderburgh	26.1	8.7	30.0	22.5	32.8	37.8	11.1	31.0	168	Anderson	21.8	7.5	32.4	25.3	37.0	44.2	8.8	23.0
	Fort Wayne	20.0	6.2	28.2	19.8	39.1	42.1	12.7	31.9		Madison	21.8	7.5	32.4	25.3	37.0	44.2	8.8	23.0
66	Allen	20.0	6.2	28.2	19.8	39.1	42.1	12.7	31.9	185	Elkhart	22.3	7.1	27.7	19.8	37.9	41.6	12.1	31.5
	Indianapolis	21.2	6.4	25.9	17.6	38.0	39.9	14.9	36.1		Elkhart	22.3	7.1	27.7	19.8	37.9	41.6	12.1	31.5
	Marion	21.2	6.4	25.9	17.6	38.0	39.9	14.9	36.1	196	Lafayette	39.6	14.6	23.2	19.4	26.7	34.2	10.5	31.8
95	Muncie	26.0	9.1	29.8	23.5	35.0	42.5	9.2	24.9		Tiptecanoe	39.6	14.6	23.2	19.4	26.7	34.2	10.5	31.8
	Delaware	26.0	9.1	29.8	23.5	35.0	42.5	9.2	24.9	211	Richmond	27.7	9.6	29.5	23.0	33.0	38.7	9.8	27.7
138	South Bend	17.5	5.1	21.8	14.3	45.2	45.7	15.5	34.9		Wayne	27.7	9.6	29.5	23.0	33.0	38.7	9.8	27.7
	St. Joseph	17.5	5.1	21.8	14.3	45.2	45.7	15.5	34.9										

How to Read the Figures

For the complete explanation of "Who Gets What Income and Where?" turn to page 65 of this issue. Dr. Jay M. Gould, research director, the Survey of Buying Power, explains the background of the income figures, where the Census Bureau falls short, and how income units are defined.

ANDERSON—A POTENTIAL METROPOLITAN COUNTY

Corporate City Population Now 48,800 — ABC City Zone 58,265

INDIANA'S 7th METROPOLITAN MARKET

(MADISON COUNTY)

Population 109,700

Retail Sales \$111,063,000

Effective Buying Income \$186,204,000

Look At The Quality of Market Index:

U. S. A. 100

Indiana 105

Anderson 123

(1953 Survey of Buying Power)

Anderson Newspapers cover not only Anderson itself, but all of Madison County with its thousands of industrial workers in 148 plants which include G. M., Greer Steel, Anaconda Wire & Cable. And this market includes prosperous farmers with incomes well over the national average.

FULL MERCHANDISING FACILITIES

CIRCULATION

Morning & Evening 37,910

Sunday 19,656

ANDERSON, INDIANA

Represented by The Allen-Klapp Co.
(New York — Chicago — Detroit)

Consumer Spending Units by Net Income Groups—Continued

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	
23	IOWA									150	KANSAS									
	Cedar Rapids.....	24.5	7.9	28.4	20.7	35.5	39.8	11.6	31.6		Topeka.....	28.1	9.6	29.2	22.6	32.6	38.6	10.1	29.2	
36	Linn.....	24.5	7.9	28.4	20.7	35.5	39.8	11.6	31.6	158	Shawnee.....	28.1	9.6	29.2	22.6	32.6	38.6	10.1	29.2	
	Davenport - Rock Island - Moline.....	19.8	6.3	29.5	21.0	38.7	42.5	12.0	30.2		Wichita.....	25.8	8.5	30.6	22.5	32.2	36.6	11.4	32.4	
	Rock Island.....	18.3	5.8	30.3	21.7	40.4	44.7	11.0	27.8		Sedgwick.....	25.8	8.5	30.6	22.5	32.2	36.6	11.4	32.4	
	Scott (Ia.).....	21.9	6.9	28.5	20.1	36.3	39.6	13.3	33.4		KENTUCKY									
	40	Des Moines.....	23.2	7.2	25.6	17.9	37.5	40.1	13.7	34.8	65	Huntington-Ashland.....	35.2	13.3	28.0	23.8	28.5	37.2	8.3	25.7
Polk.....		23.2	7.2	25.6	17.9	37.5	40.1	13.7	34.8	Boyd.....		28.9	10.5	31.9	26.1	30.9	38.8	8.3	24.6	
42	Dubuque.....	28.0	9.4	25.8	19.4	34.0	39.4	12.2	31.8	78		Lawrence (Ohio).....	39.6	16.8	29.2	28.0	26.8	39.5	4.4	15.7
	Dubuque.....	28.0	9.4	25.8	19.4	34.0	39.4	12.2	31.8			Cabell (W. Va.).....	33.2	11.7	27.1	21.4	29.1	35.5	10.6	31.4
136	Sioux City.....	26.4	8.5	28.1	20.2	32.8	36.5	12.7	34.8		84	Wayne (W. Va.).....	45.3	19.9	24.0	23.8	24.7	37.7	6.0	18.6
	Woodbury.....	26.4	8.5	28.1	20.2	32.8	36.5	12.7	34.8			Lexington.....	41.1	14.6	22.4	18.0	25.1	31.0	11.4	36.4
166	Waterloo.....	21.6	7.1	27.9	20.5	39.8	45.2	10.7	27.2	84		Fayette.....	41.1	14.6	22.4	18.0	25.1	31.0	11.4	36.4
	Black Hawk.....	21.6	7.1	27.9	20.5	39.8	45.2	10.7	27.2			Louisville.....	27.8	9.2	27.6	20.6	32.1	36.7	12.5	33.5
												Clark (Ind.).....	29.9	11.5	32.3	28.3	31.5	42.3	6.3	17.9
												Floyd (Ind.).....	28.7	10.2	30.6	24.6	30.5	37.8	10.2	27.4
											Jefferson.....	27.5	8.9	26.9	19.6	32.3	36.1	13.3	35.4	

Metropolitan CEDAR RAPIDS (LINN COUNTY, IOWA)

SECOND MOST POPULATED METROPOLITAN MARKET IN IOWA

SECOND IN RETAIL SALES IN IOWA FOR FISCAL YEAR ENDING JUNE 30, 1953

100% Coverage Both Daily and Sunday by

The Cedar Rapids Gazette

Only one newspaper—The Cedar Rapids Gazette—can give you both daily and Sunday coverage of occupied dwelling units in the CEDAR RAPIDS RETAIL TRADING ZONE like this: Jones county 71%; Benton county 60%; Cedar county 41%; Delaware county 42%; Iowa county 66%; Buchanan county 20%; Tama county 20%; and eight other eastern Iowa counties with both daily and Sunday coverage up to 17% . . . and LINN COUNTY (Cedar Rapids) 100% COVERAGE.

Represented Nationally by
ALLEN-KLAPP COMPANY
New York, Chicago, Detroit

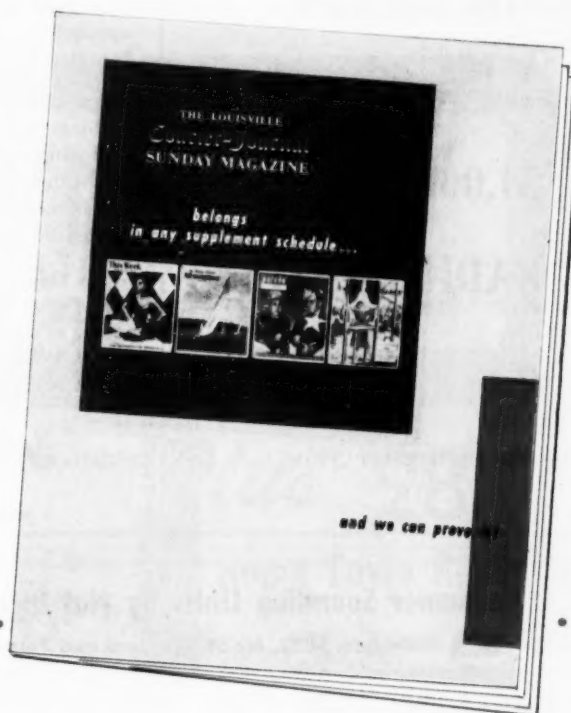
The Cedar Rapids Gazette

Practical Merchandising Cooperation for National Advertisers

IOWA'S
LOCAL—RETAIL
LINAGE LEADER
YEAR AFTER YEAR

THIS **NEW** FACTUAL STUDY
OF NEWSPAPER SUPPLEMENTS
BELONGS
IN YOUR
Media File

Send for your free copy today. Write to: Promotion Department, Louisville Courier-Journal, Louisville 2, Kentucky.



DID YOU KNOW?

With its market population of 598,000, Louisville is larger than a full dozen This Week markets, ranks next to Miami if compared to American Weekly markets, and is larger than all but eight of the 38 markets covered by Parade. Louisville is the second largest U.S. market offering supplement advertising—yet not served by one of the three national supplements.

DID YOU KNOW?

With its circulation of 303,238, the Louisville Sunday Courier-Journal has a greater circulation than almost two-thirds of the 33 This Week newspapers, reaches more homes than more than half of the 26 American Weekly papers, and has more circulation than all but three of the total of 38 Parade newspapers. What's more, its readership figures are even above the high level of reader interest for all supplements.

DID YOU KNOW?

With its 91% coverage, the Louisville Courier-Journal Sunday Magazine compares favorably with the 50.2% average coverage of the Parade newspapers, with the 47.5% average coverage of the This Week newspapers, and with the 44.6% average coverage of the American Weekly newspapers. In addition, it offers 15% or better coverage of 69 counties in Kentucky and southern Indiana.

THE LOUISVILLE
Courier-Journal
SUNDAY MAGAZINE
BELONGS IN ANY SUPPLEMENT SCHEDULE

Sunday Courier-Journal Circulation 303,238 • Member of The Locally Edited Group • Represented Nationally By The Branham Company

Can you name the nation's only 51,000-WATT AM RADIO STATION?

If you can't, it's our fault... but it's your loss. It's our fault, because we should have told you, again and again and again. It's your loss, because you may be missing the opportunity to cover one of the nation's most important market-areas by using just this one medium!

The location of this super-medium is New England. Not just Boston (although Boston itself ranks among America's top half-dozen markets)—but, literally, New England in its entirety.

For this is a station with **two** transmitters, **two** antennas, **two** sources of a signal that's a 30-year-old tradition in all six New England states. This is a station with a 50,000-watt voice emanating from Boston, and backed by a synchronous 1000-watt transmitter located 90 miles west-southwest in Springfield.

With this combination, you can reach listeners throughout New England with a single, economical rate... at any hour of day or night! Westinghouse Station WBZ, Boston, NBC affiliate. National representatives, Free & Peters.

WESTINGHOUSE RADIO STATIONS Inc KDKA • WOWO • KEX • KYW • WBZ • WBZA • WBZ-TV • WPTZ



Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
205A	Paducah	43.5	17.2	24.3	21.8	24.7	33.8	7.5	27.2	198	Lewiston - Auburn	33.8	12.4	28.8	23.8	28.4	36.1	9.0	27.7
	McCracken	43.5	17.2	24.3	21.8	24.7	33.8	7.5	27.2		Androscoggin	33.8	12.4	28.8	23.8	28.4	36.1	9.0	27.7
	LOUISIANA																		
13	Baton Rouge	31.0	10.0	18.8	13.8	36.7	41.2	13.5	35.0	12	MARYLAND								
	East Baton Rouge	31.0	10.0	18.8	13.8	36.7	41.2	13.5	35.0		Baltimore	28.6	8.4	26.1	19.2	31.4	36.3	13.9	36.1
98	New Orleans	37.9	12.2	23.1	17.8	26.1	31.9	12.9	30.1	182	Anne Arundel	34.8	12.6	24.3	19.8	29.8	37.4	11.1	30.2
	Jefferson	26.9	8.3	25.4	17.8	32.9	35.5	14.8	38.4		* Baltimore	27.8	8.0	26.4	19.1	31.6	36.3	14.2	36.6
	Orleans	37.8	12.9	23.1	17.8	26.1	31.9	13.9	38.3	182	Cumberland	36.8	15.0	31.2	28.6	25.4	35.9	6.6	20.5
	St. Bernard	43.5	17.4	21.5	19.6	26.8	37.3	8.2	25.7	192	Allegany	36.8	15.0	31.2	28.6	25.4	35.9	6.6	20.5
135	Shreveport	38.4	13.2	20.7	16.1	28.6	34.1	12.3	36.6		Hagerstown	33.1	12.0	29.1	24.0	28.8	36.5	9.0	27.5
	Caddo	38.4	13.2	20.7	16.1	28.6	34.1	12.3	36.6		Washington	33.1	12.0	29.1	24.0	28.8	36.5	9.0	27.5
167	Alexandria	50.9	20.9	20.8	19.4	20.0	28.5	8.3	31.2	18	MASSACHUSETTS								
	Rapides	50.9	20.9	20.8	19.4	20.0	28.5	8.3	31.2		Boston	25.4	7.9	26.9	16.9	33.2	35.9	14.5	37.3
187	Lake Charles	30.7	14.6	22.6	19.4	35.6	34.2	11.1	31.8		Essex	26.1	8.7	28.8	21.6	33.5	38.5	11.6	31.2
	Calcasieu	30.7	14.6	22.6	19.4	35.6	34.2	11.1	31.8		Middlesex	22.7	6.7	26.4	17.6	34.6	35.2	16.3	40.5
201	Monroe - West Monroe	42.0	15.6	23.3	19.5	24.7	31.9	10.0	33.0		Norfolk	19.4	5.1	24.0	14.2	36.0	32.6	20.6	48.1
	Ouachita	42.0	15.6	23.3	19.5	24.7	31.9	10.0	33.0	20	Suffolk	30.4	10.6	27.7	21.7	30.5	36.9	11.4	30.8
	MAINE																		
110	Portland	34.9	13.2	29.9	25.5	26.4	34.6	8.8	26.7		Brookline	31.2	11.0	30.5	24.3	28.8	35.3	9.5	29.4
	Cumberland	34.9	13.2	29.9	25.5	26.4	34.6	8.8	26.7	48	Plymouth	31.2	11.0	30.5	24.3	28.8	35.3	9.5	29.4
172	Bangor	42.8	18.0	28.3	26.9	22.7	33.1	6.2	22.0		Fall River - New Bedford	30.9	11.2	29.7	24.3	30.4	38.3	9.0	26.2
	Penobscot	42.8	18.0	28.3	26.9	22.7	33.1	6.2	22.0	109	Bristol	30.9	11.2	29.7	24.3	30.4	38.3	9.0	26.2
											Pittsfield	25.7	8.7	29.6	22.7	34.3	40.4	10.4	28.2
										141	Berkshire	25.7	8.7	29.6	22.7	34.3	40.4	10.4	28.2
											Springfield-Holyoke	28.4	8.9	28.3	21.6	34.1	40.2	11.2	29.1
											Hampden	23.5	7.8	29.0	21.6	35.5	40.6	12.0	30.0
											Hampshire	37.2	14.4	25.6	22.3	28.7	38.3	8.5	25.0
										163	Worcester	26.9	9.3	30.5	23.9	32.6	39.1	10.0	27.7
											Worcester	26.9	9.3	30.5	23.9	32.6	39.1	10.0	27.7

* Baltimore County combined with independent city of Baltimore.

There's No Problem in New England...

Go Yankee! Go Home Town!

Everything You Need: Complete N.E. Coverage, Greatest Spot Flexibility

★ ★ ★ ★ ★ ★ ★

WNAC-TV

BOSTON : CHANNEL 7

220,000 WATTS

WNAC

BOSTON : LAWRENCE

50,000 WATTS ★ 680 ON THE DIAL

Plus **28**

Home Town Radio Stations

OF
THE YANKEE NETWORK
AND THE
MUTUAL BROADCASTING SYSTEM

Plus **MANY OUTSTANDING PROGRAMS**

INCLUDING

**YANKEE HOME TOWN
FOOD SHOW**

Greater Network Coverage
than any other

New England Food Show

Monday thru Friday 1:15 - 1:45 P.M.

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**YANKEE NETWORK
NEWS SERVICE**

New England's Oldest and Largest
Independent Radio News Service

8 A.M.

9 A.M.

10 A.M.

1 P.M.

6 P.M.

11 P.M.

Plus Promotional and Merchandising Aids

Ask the Man from **H-R** REPRESENTATIVES, INC.

THE YANKEE NETWORK

DIVISION OF GENERAL TELERADIO, INC.

21 BROOKLINE AVENUE, BOSTON 15, MASS.

THE Greater TWIN CITIES MARKET†

ST. PAUL AND MINNEAPOLIS

†The Twin Cities Metropolitan Area as defined by the 1950 U. S. Census.

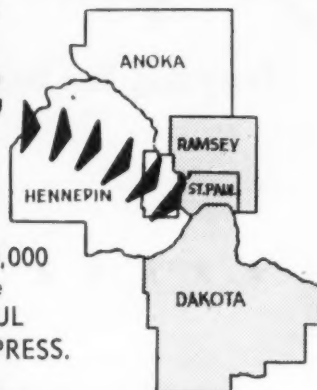
13th in Population*
the home of
1,107,366 persons

12th in Retail Sales**
\$1,263,527,000
spent here annually

DIVIDES INTO 2 Distinct "Halves"

Ramsey and Dakota
Counties form the

ST. PAUL
"HALF"



The 404,000 persons in the
St. Paul "Half" spend \$457,414,000
annually in retail sales and are
reached ONLY by the ST. PAUL
DISPATCH and PIONEER PRESS.

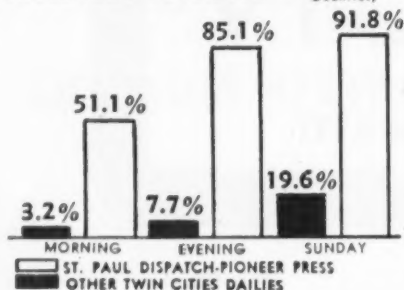
*Metropolitan Market
figures from the 1950
U. S. Census
**1948 Census Retail
Trade.

ST. PAUL
DISPATCH
A RIDDER NEWSPAPER
PIONEER PRESS

Representatives
RIDDER-JOHNS, INC.

New York—Chicago—Detroit—San Francisco—Los Angeles—St. Paul—Minneapolis

HOUSEHOLD COVERAGE (Ramsey & Dakota Counties)



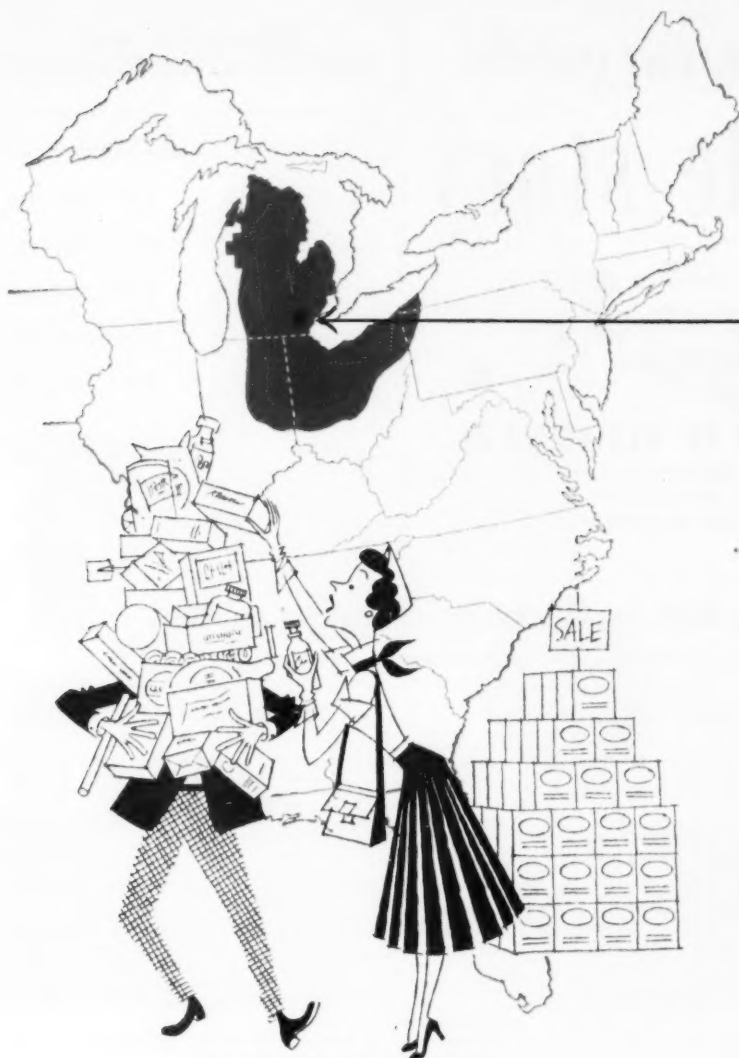
Source: Households, 1950 Census
Dispatch-Pioneer Press—A. B. C.—12/31/52
Other T. C. Dailies—A. B. C.—3/31/52

Consumer Spending Units by Net Income Groups—Continued

Estimates, 1952, for all Standard and Potential Metropolitan County Areas

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		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
14	MICHIGAN									169	Ann Arbor	36.4	13.1	23.0	18.5	29.3	36.5	11.3	31.9
	Bay City	21.8	7.2	31.8	23.7	35.3	40.4	11.1	28.7		Washtenaw	36.4	13.1	23.0	18.5	29.3	36.5	11.3	31.9
41	Detroit	14.9	4.2	26.5	16.7	40.5	39.3	18.1	39.8	174	Battle Creek	27.3	9.6	27.9	22.2	35.3	43.1	9.5	25.1
	Macomb	15.0	4.6	29.8	20.7	41.3	44.1	13.9	30.6		Calhoun	27.3	9.6	27.9	22.2	35.3	43.1	9.5	25.1
	Oakland	12.9	3.5	25.3	15.1	42.7	39.2	19.1	42.2	202	Muskegon	26.6	9.5	32.5	26.1	32.0	39.5	8.9	24.9
	Wayne	15.2	4.3	26.4	16.7	40.1	38.9	18.3	40.1		Muskegon	26.6	9.5	32.5	26.1	32.0	39.5	8.9	24.9
49	Flint	13.4	3.9	26.9	19.1	42.2	42.9	15.5	34.1	207	Port Huron	25.3	8.7	31.5	24.4	32.9	39.4	10.3	27.5
	Genesee	13.4	3.9	28.9	19.1	42.2	42.9	15.5	34.1		St. Clair	25.3	8.7	31.5	24.4	32.9	39.4	10.3	27.5
90	Grand Rapids	21.1	6.6	27.5	19.2	38.1	41.1	13.3	33.1		MINNESOTA								
	Kent	21.1	6.6	27.5	19.2	38.1	41.1	13.3	33.1	43	Duluth - Superior	27.2	9.7	32.6	26.1	31.2	38.5	9.0	25.7
67	Jackson	24.0	8.0	28.1	21.1	36.1	41.6	11.8	29.3		Saint Louis	26.5	9.3	32.5	25.7	31.8	38.6	9.2	26.4
	Jackson	24.0	8.0	28.1	21.1	36.1	41.6	11.8	29.3		Douglas (Wis.)	30.5	11.5	32.8	28.1	28.9	38.0	7.8	22.4
71	Kalamazoo	23.4	7.5	26.2	18.9	38.3	42.6	12.1	31.0	92	Minneapolis-St. Paul	22.0	6.6	26.0	17.7	37.3	39.0	14.7	36.7
	Kalamazoo	23.4	7.5	26.2	18.9	38.3	42.6	12.1	31.0		Anoka	19.8	6.6	32.0	24.1	38.6	44.7	9.6	24.6
76	Lansing	23.0	7.2	24.4	17.1	37.9	40.7	14.7	35.0		Dakota	21.5	6.8	28.9	21.0	37.3	41.4	12.3	30.8
	Ingham	23.0	7.2	24.4	17.1	37.9	40.7	14.7	35.0		Hennepin	22.5	6.7	25.5	17.1	36.6	38.0	15.4	38.2
122	Saginaw	21.0	6.9	31.6	23.3	36.4	41.3	11.0	28.5		Ramsey	21.3	6.4	26.3	18.0	38.1	40.1	14.3	35.5
	Saginaw	21.0	6.9	31.6	23.3	36.4	41.3	11.0	28.5										

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almost 10% of the
nation's sales
takes place
HERE
in WJR's primary
coverage area!

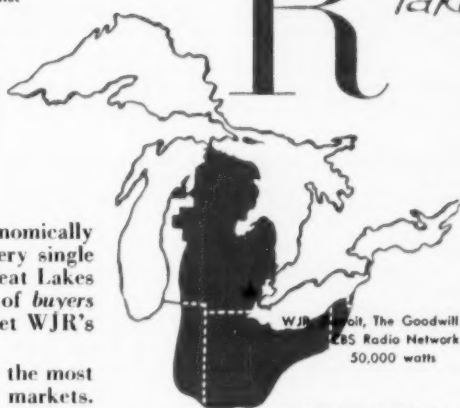
WJR the
great
voice
of the
great
lakes

WJR MARKET DATA

		% of total U. S. market
Population	12,601,300	8.3
Radio Homes	3,785,540	8.6
Farm Radio Homes	328,990	5.9
Drug Sales	\$ 464,447,000	10.3
Food Sales	\$ 3,266,766,000	9.4
Retail Sales	\$13,613,431,000	9.3
Filling Station Sales	\$ 739,614,000	10.1
Passenger Car Registrations	4,116,934	10.2

WJR is the one salesman that can effectively and economically increase your volume in *all* of this rich market area. Every single day of the year WJR, the most influential voice in the Great Lakes region, will carry your advertising message to millions of buyers in Michigan, Ohio, Indiana, Pennsylvania and Ontario. Let WJR's success and popularity do a real selling job for you!

Contact WJR or your Christal representative today to get the most for your advertising dollar in one of the nation's richest markets.



AN IMPORTANT AREA FOR YOU
—A FAMILIAR AREA TO US



WJR, Fisher Building, Detroit 2, Michigan

WJR, Eastern Office: 665 Fifth Avenue, New York 22

Represented Nationally by the Henry I. Christal Company

Canadian Representatives: Radio Time Sales, (Ontario) Ltd.

Look at Omaha, but get the

whole story

of a market of 1½ million people
with \$2 billion to spend

And you can reach 3 out of 5 homes in this rich
market of 103 counties only with the

OMAHA WORLD HERALD

250,832 Daily 258,372 Sunday

Publisher's Statement for March 31, 1953

O'Mara & Ormsbee, National Representatives

NEBRASKA AND WESTERN IOWA SUMMARY*

RETAIL SALES—1952

Food	\$364,693,000
Genl. Mds.	\$177,898,000
Furn.-House	\$ 95,786,000
Automotive	\$359,208,000
Drugs	\$ 51,109,000

TOTAL \$1,879,997,000

*1953 Sales Management Survey
of Buying Power

Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Num- ber	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Num- ber	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dol- lars	% of Units	% of Dol- lars	% of Units	% of Dol- lars	% of Units	% of Dol- lars			% of Units	% of Dol- lars	% of Units	% of Dol- lars	% of Units	% of Dol- lars	% of Units	% of Dol- lars
68	MISSISSIPPI									103	Omaha.....	26.8	8.8	27.7	20.5	33.7	38.4	11.8	32.3
	Jackson.....	42.2	15.2	20.2	16.4	25.9	32.5	11.7	35.9		Pottawattamie (Ia.).....	27.4	9.4	27.9	21.7	34.6	41.3	10.1	27.6
	Hinds.....	42.2	15.2	20.2	16.4	25.9	32.5	11.7	35.9		Douglas.....	26.0	8.4	27.7	20.1	33.9	37.9	12.4	33.6
	176 Biloxi-Gulfport.....	54.5	25.1	20.2	21.1	19.2	30.9	6.1	22.9		Sarpy.....	37.8	14.6	26.5	23.1	28.2	37.8	7.5	24.5
72	Harrison.....	54.5	25.1	20.2	21.1	19.2	30.9	6.1	22.9	197A	NEVADA								
	MISSOURI										Las Vegas.....	26.0	8.4	24.6	17.9	36.9	41.4	12.5	32.3
	Kansas City.....	26.4	8.3	26.3	18.8	34.3	37.7	13.0	35.2		Clark.....	26.0	8.4	24.6	17.9	36.9	41.4	12.5	32.3
	Johnson (Kans.).....	17.1	4.0	20.9	10.9	36.4	29.4	25.6	55.7		1210 Reno.....	22.9	6.6	22.4	14.3	36.5	36.2	18.2	42.9
123	Wyandotte (Kans.).....	25.3	8.8	29.6	23.5	35.9	43.6	9.2	24.1	88	Washoe.....	22.9	6.6	22.4	14.3	36.5	36.2	18.2	42.9
	Clay.....	22.2	7.0	25.6	18.3	39.5	43.7	12.7	31.0		NEW HAMPSHIRE								
	Jackson.....	28.2	9.0	26.0	18.9	33.1	37.0	12.7	35.1		Manchester.....	30.4	10.9	26.9	23.2	31.3	38.6	9.4	27.1
	123 St. Joseph.....	35.3	13.1	26.6	24.0	27.6	35.7	8.5	27.2		Hillsborough.....	30.4	10.9	26.9	23.2	31.3	38.8	9.4	27.1
124	Buchanan.....	35.3	13.1	26.6	24.0	27.6	35.7	8.5	27.2	9	NEW JERSEY								
	124 St. Louis.....	26.1	8.4	26.8	19.5	34.0	38.1	13.1	34.0		Atlantic City.....	39.1	14.3	25.3	21.0	25.5	32.4	10.1	32.3
	Madison (Ill.).....	20.8	6.9	29.5	21.8	38.3	43.6	11.4	27.7		Atlantic.....	39.1	14.3	25.3	21.0	25.5	32.4	10.1	32.3
	Saint Clair (Ill.).....	31.8	11.8	28.6	24.0	30.8	39.7	8.8	24.5		99b New York-North East								
142	St. Charles.....	33.7	13.2	30.5	26.9	28.8	39.2	7.0	20.7	151	New Jersey-New								
	*St. Louis.....	25.7	8.1	26.1	18.4	34.1	37.1	14.1	36.4		Jersey State Portion.....	17.1	4.7	25.0	15.5	38.5	36.7	19.4	43.1
	142 Springfield.....	41.3	16.8	26.8	24.5	24.4	34.1	7.5	24.8		Bergen.....	12.0	2.9	21.2	11.5	42.3	35.6	24.5	50.0
	Greene.....	41.3	16.8	26.8	24.5	24.4	34.1	7.5	24.8		Essex.....	19.2	5.0	24.3	14.7	36.2	33.5	20.3	46.8
194	Joplin.....	49.5	21.3	24.0	24.1	19.0	29.6	6.3	25.0	151	Hudson.....	19.3	6.0	29.9	21.1	36.7	39.9	14.1	33.0
	Jasper.....	47.1	19.8	25.9	24.7	20.5	30.0	6.5	25.5		Middlesex.....	18.1	5.4	26.5	17.9	39.8	41.2	15.6	35.6
	Newton.....	57.4	27.4	20.1	21.6	17.1	28.3	5.4	22.7		Morris.....	18.7	5.0	24.7	15.1	36.6	34.3	20.0	45.6
	175A MONTANA										Passaic.....	18.2	5.5	27.4	18.6	38.7	40.8	15.7	35.1
191A	Billings.....	22.9	7.1	26.2	18.3	36.5	39.3	14.4	35.3	3	Somerset.....	18.1	5.4	26.2	17.7	37.1	38.4	18.6	38.5
	Yellowstone.....	22.9	7.1	26.2	18.3	36.5	39.3	14.4	35.3		Union.....	13.1	3.2	20.4	11.4	42.2	36.4	24.3	49.0
	191A Great Falls.....	23.3	7.1	27.0	18.3	35.0	36.8	14.7	37.8		Trenton.....	21.4	6.2	23.9	15.5	36.5	36.6	18.2	41.7
	Cascade.....	23.3	7.1	27.0	18.3	35.0	36.8	14.7	37.8		Mercer.....	21.4	6.2	23.9	15.5	36.5	36.6	18.2	41.7
60	NEBRASKA									3	NEW MEXICO								
	Lincoln.....	32.6	11.3	24.9	19.5	31.7	38.1	10.8	31.1		Albuquerque.....	26.8	9.1	24.5	17.6	32.5	36.0	14.2	37.3
	Lancaster.....	32.6	11.3	24.9	19.5	31.7	38.1	10.8	31.1		Bernalillo.....	28.8	9.1	24.5	17.6	32.5	36.0	14.2	37.3

* St. Louis County combined with independent city of St. Louis.

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Sell the St. Louis Market the Way St. Louis Men's Clothing Stores Do

Leading St. Louis men's clothing stores
sold their share of the \$64 million
men's clothing market in 1952 by using
534,757 lines of advertising in the

ST. LOUIS POST-DISPATCH

the medium which gives you the most
thorough and economical coverage
of the St. Louis market

Circulation: Over 470,000 Sunday, Over 400,000 Daily
NOVEMBER 10, 1953

NATIONAL ADVERTISING OFFICES

New York
521 Fifth Avenue, 17
J. V. AMBROSE, Manager

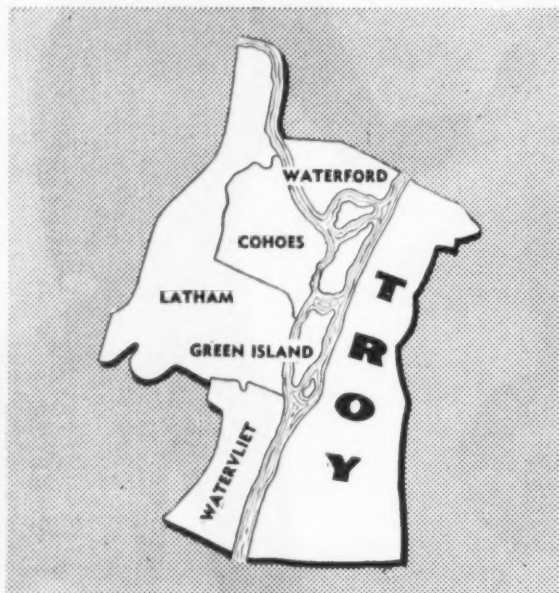
Chicago
Tribune Tower
E. M. ROSCHER, Manager

Florida
311 Lincoln Road, Miami Beach, Fla.
THE LEONARD CO.

PACIFIC COAST WEST-HOLLIDAY CO., INC.

San Francisco
625 Market St., 5
Los Angeles
520 W. Seventh St., 14
Seattle
603 Stewart St., 1
Portland
520 S. W. 6th Ave., 4

INCLUDE *Troy, N. Y.!* ... A Top Quality Market



The 123,300 people living in the TROY CITY ZONE—six communities shown in map at left—spend approximately \$150,000,000 annually in Retail Sales.

We have 99 per cent coverage in this rich market.

Our Retail Trading Zone includes 221,100 consumers.

Rate: 18¢ per line

Circulation: 46,547

THE RECORD NEWSPAPERS

THE TROY RECORD

THE TIMES RECORD

TROY, NEW YORK

Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
2	NEW YORK										Hudson (N. J.)	13.3	6.0	29.9	21.1	36.7	39.9	14.1	33.0
	Albany - Schenectady										Middlesex (N. J.)	18.1	5.4	26.5	17.9	39.8	41.2	15.6	35.5
	- Troy	23.3	7.4	26.6	18.9	36.8	40.4	13.3	33.3		Morris (N. J.)	18.7	5.0	24.7	15.1	36.6	34.3	20.0	45.6
	Albany	24.2	7.5	25.9	18.3	36.1	39.2	13.8	35.0		Passaic (N. J.)	18.2	5.5	27.4	18.6	38.7	40.8	15.7	35.1
	Rensselaer	28.4	9.7	27.5	21.1	32.8	38.7	11.3	30.5		Somerset (N. J.)	18.1	5.4	26.2	17.7	37.1	38.4	18.6	38.5
16	Schenectady	17.4	5.2	26.8	18.2	41.6	43.4	14.2	33.2		Union (N. J.)	13.1	3.2	20.4	11.4	42.2	36.4	24.3	49.0
	Binghamton	21.5	6.7	27.0	19.3	38.9	42.8	12.6	31.2		Bronx	19.9	6.0	25.4	17.2	38.5	40.1	16.2	36.7
	Broome	21.5	6.7	27.0	19.3	38.9	42.8	12.6	31.2		Kings	22.2	6.8	26.4	18.1	36.0	37.9	15.4	37.2
	Buffalo	20.3	6.5	30.6	21.9	35.7	39.2	13.4	32.4		Nassau	12.5	2.8	18.1	8.9	40.5	30.9	28.9	57.4
	Erie	20.5	6.5	30.5	21.8	35.3	38.6	13.7	33.1		New York	43.2	14.5	24.7	18.6	19.5	22.7	12.6	44.2
21	Niagara	19.8	6.4	31.0	22.5	37.5	41.9	11.7	29.2		Queens	13.8	3.6	22.2	13.0	42.0	37.7	22.0	45.7
	New York - North										Richmond	17.8	5.1	24.4	16.0	40.0	40.1	17.8	38.8
	East New Jersey	23.0	6.4	24.4	15.5	34.5	34.3	18.1	43.8		Rockland	23.0	6.9	26.4	17.8	35.2	36.4	15.4	38.9
	New York State										Suffolk	22.9	6.8	27.0	18.3	34.7	36.1	15.4	38.8
	Portion	25.0	7.0	24.1	15.5	33.2	33.4	17.7	44.1		Westchester	17.2	3.7	19.0	9.0	33.2	24.5	20.6	62.8
99a	Bergen (N. J.)	12.0	2.9	21.2	11.5	42.3	35.6	24.5	50.0	119	Rochester	20.9	6.3	26.0	17.6	38.2	39.7	14.9	36.4
	Essex (N. J.)	19.2	5.0	24.3	14.7	36.2	33.5	20.3	46.8		Monroe	20.9	6.3	26.0	17.6	38.2	39.7	14.9	36.4

more
sales...

faster
sales...

for you in the
Portland, Oregon Market
when you use...

The Oregon

JOURNAL

be Portland market wise...

check these vital sales facts:

- 1** The important place to sell in the Oregon Market is the Portland Metropolitan Area... only such area in the state centered around the only city with over 50,000 population.
- 2** As Portland goes, so goes the rest of the state. It's the wholesale center, cultural center, the territorial headquarters city for all companies including your own. Total annual income ranks over a billion-and-a-quarter dollars.
- 3** Portland's important City Zone is strictly an evening paper market. Here, 8 out of every 10 families get their newspaper in the evening compared to 4 out of 10 morning coverage.
- 4** Only The Oregon Journal concentrates its selling impact in this vital Portland selling area. Only The Journal delivers the full force of your selling message during the important evening-reading time.



Here is the *Home Owned* newspaper that delivers your selling message right to the HEART of the buying Portland market...

where you want it delivered for low cost
SALES ACTION

when you want it delivered for that important
and very vital **decision to buy**

If you lived in Portland, you'd be reading

The JOURNAL

Portland's Only Home Owned Newspaper
EVENING and SUNDAY

Represented nationally by Omara & Ormsbee, Inc.
Member Metropolitan Comic and Pacific Sunday
Magazine Groups.

According to **NIELSEN** Radio Index
your message on **KDKA** can now reach

2,228,000 RADIO HOMES

in areas with a total Effective Buying Income* of \$11 billion

● For spot action in this important sales territory
you'll be ahead with KDKA, the 50,000-watt
WESTINGHOUSE station in Pittsburgh. NBC affiliate.



WESTINGHOUSE RADIO STATIONS Inc
WBZ • WBZA • KYW • KEX • WOWO • KDKA • WBZ-TV • WPTZ
National Representatives, Free & Peters, except for TV;
for WBZ-TV and WPTZ, NBC Spot Sales



Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
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145	Syracuse	26.6	8.7	26.3	19.5	34.2	38.8	12.9	33.0	115	Raleigh	42.3	16.0	20.6	17.5	26.3	34.5	10.8	32.0
	Onondaga	26.6	8.7	26.3	19.5	34.2	38.8	12.9	33.0		Wake	42.3	16.0	20.6	17.5	26.3	34.5	10.8	32.0
153	Utica - Rome	27.8	9.6	29.2	22.6	32.2	38.5	10.8	29.3	162	Winston-Salem	35.5	12.6	24.8	19.8	28.7	35.3	11.0	32.3
	Herkimer	31.9	9.1	30.0	22.3	27.7	39.6	10.4	29.0		Forsyth	35.5	12.6	24.8	19.8	28.7	35.3	11.0	32.2
	Oneida	26.7	11.3	29.0	24.0	33.4	34.1	10.9	30.6	190	Fayetteville	53.0	24.2	21.3	22.0	19.8	31.4	5.9	22.4
171	Auburn	31.8	11.4	27.7	22.6	31.8	40.0	8.9	26.0		Cumberland	53.0	24.2	21.3	22.0	19.8	31.4	5.9	22.4
	Cayuga	31.6	11.4	27.7	22.6	31.8	40.0	8.9	26.0	222	Wilmington	45.8	18.4	22.8	20.8	23.0	32.1	8.4	26.7
186	Elmira	27.4	9.5	28.7	22.4	33.0	39.7	10.9	28.4		New Hanover	45.8	18.4	22.8	20.8	23.0	32.1	8.4	26.7
	Chemung	27.4	9.5	28.7	22.4	33.0	39.7	10.9	28.4		NORTH DAKOTA								
193	Jamestown	28.6	10.4	32.3	26.4	30.2	37.9	8.9	25.3	189	Fargo	26.8	8.2	23.4	16.2	34.5	36.7	15.3	38.9
	Chautauque	28.6	10.4	32.3	26.4	30.2	37.9	8.9	25.3		Cass	26.8	8.2	23.4	16.2	34.5	36.7	15.3	38.9
209	Poughkeepsie - Newburgh - Beacon	29.9	10.2	26.1	20.1	32.5	38.5	11.5	31.2		OHIO								
	Dutchess	27.2	8.9	26.3	19.5	33.6	38.4	12.9	33.2	1	Akron	18.4	5.8	32.0	22.9	37.2	40.8	12.4	30.5
	Orange	32.3	11.4	25.9	20.7	31.5	38.6	10.3	29.3		Summit	18.4	5.8	32.0	22.9	37.2	40.8	12.4	30.5
220	Watertown	35.8	13.3	27.6	23.2	27.1	35.1	9.3	26.4	22	Canton	22.6	7.5	31.5	23.6	35.0	40.3	10.9	28.6
	Jefferson	35.8	13.3	27.8	23.2	27.1	35.1	9.3	28.4		Stark	22.6	7.5	31.5	23.6	35.0	40.3	10.9	28.6
	NORTH CAROLINA									29	Cincinnati	26.8	8.6	27.4	20.0	32.9	36.8	12.9	34.6
7	Asheville	40.3	15.7	25.6	22.6	25.8	35.0	8.3	26.7		Campbell (Ky.)	26.7	9.4	31.3	24.9	32.6	39.9	9.4	25.8
	Buncombe	40.3	15.7	25.6	22.6	25.8	35.0	8.3	26.7		Kenton (Ky.)	24.3	8.4	31.6	24.8	34.1	40.9	10.0	25.9
26	Charlotte	30.2	9.5	23.3	16.4	32.1	34.8	14.4	39.3		Hamilton	27.1	8.6	26.6	18.9	32.8	36.0	13.5	36.5
	Mecklenburg	30.2	9.5	23.3	16.4	32.1	34.8	14.4	39.3	30	Cleveland	17.7	5.0	25.0	15.8	39.3	38.2	16.0	41.0
44	Durham	38.4	14.2	23.5	19.7	28.3	36.3	9.8	29.8		Cuyahoga	17.9	5.0	24.8	15.6	39.1	37.8	18.2	41.6
	Durham	38.4	14.2	23.5	19.7	28.3	36.3	9.8	29.8		Lake	14.6	4.4	29.2	19.9	42.8	44.9	13.4	30.8
58	Greensboro - High Point	33.8	11.4	24.1	18.3	30.1	35.3	12.0	35.5										
	Guilford	33.8	11.4	24.1	18.3	30.1	35.3	12.0	35.5										

**"when you want
a sell-out,
use the
Cincinnati Times-Star,"**

**writes John G. Fogarty,
Vice President of
Ross Roy, Inc.
Advertising, Chicago**



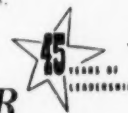
September 1st in Cincinnati was not an ideal day for advertising. The temperature hit one hundred, and the drought was in its fifteenth day. To make matters worse, if possible, this was the pre-school season for mothers, the peak vacation season for everyone.

We switch now to Mr. Robert P. Gust, President of The Anela Company, sole distributors of the original fingernail cosmetic, who writes, "We ran our page ad, and you followed it up with real merchandising. We sold more than 500 dozen bottles in less than three days.

"Thanks again for your grand cooperation. You've really sold us for keeps on the Times-Star!"

And our thanks to Anela for demonstrating a favorite truism: in Cincinnati the Times-Star alone can move the goods.

in Cincinnati... it's the **TIMES-STAR**



National Representative:

O'Mara & Ormsbee, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco.

According to **tabulated mail response**
your message on **KEX** can now reach

1,520,400 RADIO PEOPLE

in fast-growing areas of Oregon and Washington alone!

● For spot action in the Pacific Northwest, you'll be ahead with KEX, Oregon's only 50,000-watt station. A WESTINGHOUSE station—ABC affiliate.



WESTINGHOUSE RADIO STATIONS Inc

WBZ • WBZA • KYW • KEX • WOWO • KDKA • WBZ-TV • WPTZ

National Representatives, Free & Peters, except for TV;
for WBZ-TV and WPTZ, NBC Spot Sales



Consumer Spending Units by Net Income Groups—Continued

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		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
33	Columbus	21.8	6.4	24.4	16.2	37.3	38.0	16.5	39.4	200	Manassas	21.6	6.9	29.6	21.4	36.9	41.1	11.9	30.6
	Franklin	21.8	6.4	24.4	16.2	37.3	38.0	16.5	39.4		Richland	21.6	6.9	29.6	21.4	36.9	41.1	11.9	30.6
37	Dayton	19.5	6.0	26.9	18.5	39.3	41.7	14.3	33.8	208	Portsmouth	38.1	15.5	30.4	28.1	25.7	36.3	5.8	20.1
	Greene	26.9	9.2	25.6	19.8	34.6	41.1	12.9	29.9		Scioto	38.1	15.5	30.4	28.1	25.7	36.3	5.8	20.1
	Montgomery	18.3	5.5	27.1	18.4	40.0	41.8	14.6	34.3	225	Zanesville	36.0	14.0	28.3	24.9	28.4	38.3	7.3	22.8
60	Hamilton-Middletown	25.2	8.3	26.3	19.6	36.6	41.8	11.9	30.3		Muskingum	36.0	14.0	28.3	24.9	28.4	38.3	7.3	22.8
	Butler	25.2	8.3	26.3	19.6	36.6	41.8	11.9	30.3										
79	Lima	26.9	9.3	29.0	22.6	34.3	41.0	9.8	27.1										
	Allen	26.9	9.3	29.0	22.6	34.3	41.0	9.8	27.1										
82	Lorain - Elyria	20.6	6.7	31.1	22.8	36.3	41.0	12.0	29.5	102	OKLAHOMA								
	Lorain	20.6	6.7	31.1	22.8	36.3	41.0	12.0	29.5		Oklahoma City	28.3	9.3	27.6	20.5	32.5	37.1	11.6	33.1
143	Springfield	24.9	8.4	28.3	21.7	36.0	42.3	10.8	27.6		Oklahoma	28.3	9.3	27.6	20.5	32.5	37.1	11.6	33.1
	Clark	24.9	8.4	28.3	21.7	36.0	42.3	10.8	27.6	152	Tulsa	26.9	8.3	25.6	17.9	33.5	36.1	14.0	37.7
149	Tulaco	17.0	4.9	24.6	15.7	40.7	40.1	17.7	39.3		Tulsa	26.9	8.3	25.6	17.9	33.5	36.1	14.0	37.7
	Lucas	17.0	4.9	24.6	15.7	40.7	40.1	17.7	39.3										
157	Wheeling-Steubenville	26.9	10.2	30.2	24.2	31.2	36.3	9.7	27.3	111	OREGON								
	Belmont (Ohio)	37.5	15.5	30.6	28.4	25.5	36.3	6.4	19.8		Portland	25.5	8.3	26.5	19.4	35.5	40.1	12.5	32.2
	Jefferson (Ohio)	22.9	7.6	31.1	23.0	34.9	39.9	11.1	29.5		Clackamas	27.9	9.5	28.4	21.9	32.6	38.6	11.1	30.0
	Brooks	23.9	8.4	31.7	24.9	34.5	41.7	9.9	25.0		Multnomah	25.0	8.0	25.5	18.2	36.3	40.1	13.2	33.7
	Hancock	17.1	5.4	30.4	21.6	40.8	44.6	11.7	28.4		Washington	26.4	8.5	26.8	19.3	34.1	38.0	12.7	34.2
	Marshall	35.9	14.5	29.7	27.1	27.5	38.7	6.9	19.7		Clark (Wash.)	25.2	8.9	30.7	24.2	35.2	42.9	8.9	24.0
	Ohio	29.9	9.9	28.4	21.3	29.3	33.8	12.4	35.0	187	Eugene	24.9	7.9	26.3	18.9	36.5	40.5	12.3	32.7
185	Youngstown	19.8	6.3	31.5	22.4	35.2	38.1	13.5	32.7		Lane	24.9	7.9	26.3	18.9	36.5	40.5	12.3	32.7
	Mahoning	18.7	5.7	31.6	21.8	35.0	37.2	14.7	35.3	213	Salem	30.7	10.5	26.7	20.4	31.6	37.4	11.0	31.7
	Trumbull	19.3	6.3	32.7	24.0	35.9	40.6	12.1	29.1		Marion	30.7	10.5	26.7	20.4	31.6	37.4	11.0	31.7
	Mercer (Pa.)	23.1	7.6	29.6	21.8	34.4	39.0	12.9	31.6										

How to Read the Figures

For the complete explanation of "Who Gets What Income and Where?" turn to page 65 of this issue.

It takes **THIS**
Sunday Supplement
 to Sell Oklahoma!



257,009

Circulation 6 months
 ending March 31, 1953

**LARGEST SUNDAY
 CIRCULATION
 IN THE
 SOUTHWEST!**

**LOCALLY
 EDITED**

**LOCALLY
 PRINTED**

ONE does it in Oklahoma — and that one is the Sunday Magazine section of The Daily Oklahoman.

It blankets a rich market that "national" supplements completely miss for no outside Sunday supplement covers as much as 2% of Oklahoma homes.

It reaches more families than any other Sunday newspaper in the Southwest — even in Texas. More families than any Sunday paper in Houston, San Antonio, Dallas or Fort Worth.

To sell Oklahoma, use the Sunday Magazine section of the **BIGGEST SUNDAY NEWSPAPER** in the Southwest!

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Published by The Oklahoma Publishing Company
 The Farmer-Stockman, WKY Radio & WKY-TV
 Represented by The Katz Agency

The 5th Dimension

HEIGHTENS THE PULLING POWER OF YOUR ADVERTISING DOLLAR IN

DELAWARE VALLEY, U.S.A.

THE GREATER PHILADELPHIA MARKET

1

POPULATION

Philadelphia area, over
4,500,000 persons

3

MANUFACTURING

Delaware Valley is
World's Greatest Industrial Area

2

RETAIL SALES

Philadelphia area, over
4 billion dollars yearly

4

STABILITY

Diversified industry
means steady employment,
fewer fluctuations in labor force...
always a sure market

5

THE GROWTH FACTOR

Capacity and potential for
dynamic expansion

Delaware Valley industrial expansion is 3 billion dollars big. 1¼ million families here earn bigger, spend bigger. A mighty attractive selling set-up... *today's Valley!* For *tomorrow...* the "5th Dimension" — the growth factor — forecasts a brighter sales prospect, at less cost per sale. **THE PHILADELPHIA INQUIRER**, pacing Valley progress, makes your ad dollars work harder in America's 3rd Market.

... and in DELAWARE VALLEY,
THE PHILADELPHIA INQUIRER
is the first newspaper!

The Philadelphia Inquirer

The Voice of Delaware Valley, U.S.A.



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ALTOONA'S Income Distribution a Natural For HARD-SELLING of Staples and Larger Products

Whether you're pushing sales of everyday necessities or the higher priced durables, income distribution in the Altoona, Pennsylvania Metropolitan Area promises you a husky plus.

In the "up to \$4,000" income group, there are 66% of the area's consumer spending units, with 41.5% of the income. In the \$2,500 to \$7,000 bracket—the all-important market for plus food buying and household items—there are 58.2% of the units, with 64.9% of the income.

And if your product is an automobile, television set, refrigerator or washer, Metropolitan Altoona presents a "can't miss" sales target—with 34% of the spending units in the "\$4,000 and up" group, holding 58.5% of the buying power.

No wonder Altoona is a pay-off market for advertisers . . . who consistently recognize this fact with record lineage in the Altoona Mirror—carrying millions more lines than many of the country's big metropolitan papers.

Altoona Mirror.

ALTOONA'S ONLY EVENING NEWSPAPER

RICHARD E. BEELER, ADV. MGR.

Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
4	PENNSYLVANIA									100	Pittsburgh	22.9	7.5	29.5	21.7	33.8	38.0	14.0	32.8
	Allentown - Bethlehem - Easton	23.9	7.8	28.7	21.2	34.7	39.5	12.7	31.5		Allegheny	21.8	6.9	27.6	19.6	34.6	37.8	16.0	35.7
	Warren (N. J.)	25.8	9.2	29.2	23.4	32.3	39.9	12.7	27.5		Beaver	18.3	6.0	34.8	25.8	35.5	40.3	11.4	27.9
	Lehigh	23.3	7.4	28.2	20.0	35.4	38.7	13.1	33.9		Washington	27.5	10.1	34.3	28.4	29.4	37.4	8.8	24.1
	Northampton	24.1	8.1	29.2	22.0	34.6	40.2	12.1	29.7		Westmoreland	28.0	10.2	32.9	27.0	30.4	38.2	8.7	24.6
5	Altoona	34.9	13.8	31.1	27.7	27.1	37.2	6.9	21.3	116	Reading	24.9	7.9	26.6	19.1	34.9	38.6	13.6	34.4
	Blair	34.9	13.8	31.1	27.7	27.1	37.2	6.9	21.3		Berks	24.9	7.9	26.6	19.1	34.9	38.6	13.6	34.4
46	Erie	23.4	7.7	29.8	22.2	35.2	40.2	11.6	29.9	133	Scranton	33.4	12.8	30.7	26.5	28.1	37.4	7.8	23.3
	Erie	23.4	7.7	29.8	22.2	35.2	40.2	11.6	29.9		Lackawanna	33.4	12.8	30.7	26.5	28.1	37.4	7.8	23.3
62	Harrisburg	27.5	9.5	29.1	22.8	33.4	40.2	10.0	27.5	160	Wilkes-Barre-Hazleton	30.8	11.4	32.7	27.4	28.0	36.2	8.5	25.0
	Cumberland	28.6	9.9	28.9	22.6	32.7	39.3	9.8	28.2		Luzerne	30.8	11.4	32.7	27.4	28.0	36.2	8.5	25.0
70	Dauphin	27.0	9.4	29.2	22.8	33.7	40.6	10.1	27.2	164	York	28.8	10.1	30.5	24.2	30.9	37.6	9.8	28.1
	Johnstown	34.1	13.5	33.9	30.8	29.0	34.6	7.0	21.3		York	28.8	10.1	30.5	24.2	30.9	37.6	9.8	28.1
75	Cambria	30.0	11.5	35.4	30.6	26.7	35.3	7.9	22.6	204	New Castle	22.6	7.7	32.0	24.6	34.5	40.6	10.9	27.1
	Somerset	45.0	20.3	29.6	30.3	20.6	32.3	4.8	17.1		Lawrence	22.6	7.7	32.0	24.6	34.5	40.6	10.9	27.1
106	Lancaster	25.4	7.3	25.6	16.5	32.7	32.5	16.3	43.7	223	Williamsport	34.9	13.4	30.3	26.2	27.4	36.6	7.4	23.8
	Lancaster	25.4	7.3	25.6	16.5	32.7	32.5	16.3	43.7		Lycoming	34.9	13.4	30.3	26.2	27.4	36.6	7.4	23.8
	Philadelphia	24.8	7.6	25.6	17.8	34.5	36.9	15.1	37.7	112	RHODE ISLAND								
	Burlington (N. J.)	37.3	13.3	23.9	19.1	27.4	33.7	11.4	33.9		Providence-Pawtucket	28.8	9.9	27.8	21.4	32.8	36.9	10.6	29.8
	Camden (N. J.)	19.8	6.1	26.7	18.4	39.2	41.8	14.3	33.7		Bristol	24.5	7.5	26.2	17.9	33.9	35.7	15.4	38.9
	Gloucester (N. J.)	24.7	8.0	25.5	18.5	38.0	42.6	11.8	30.9		Kent	23.1	7.5	28.4	20.8	37.7	42.6	10.8	29.1
	Bucks	21.2	6.4	28.1	19.2	36.6	38.5	14.1	35.9		Providence	29.8	10.3	27.8	21.7	32.0	38.6	10.4	29.4
	Chester	27.9	8.6	25.5	17.6	31.0	33.0	15.6	40.8										
	Delaware	14.5	3.8	22.3	13.0	41.5	37.4	21.7	45.8										
	Montgomery	19.1	4.7	22.4	12.3	35.1	29.7	23.4	53.3										
	Philadelphia	27.3	9.0	26.7	19.7	32.9	37.6	13.1	33.7										

JOHNSTOWN, PENNA.

...7th RANKING TEST MARKET IN THE NATION*

5TH ON THE LIST OF TEST MARKETS IN THE NEW ENGLAND-MIDDLE ATLANTIC REGION*

**Bureau of
Advertising
HEALTH
BAROMETER
MARKET**

Reasons—A growing yearly industrial payroll of over \$255,000,000 in a market surveyed by A. C. Neilson in the grocery field — measured by the Bureau of Advertising ANPA HEALTH BAROMETER in the drug field — and supported by strong media cooperation. Schedule Johnstown for RESULTS.

**A. C.
NEILSON
GROCERY
SURVEY
MARKET**

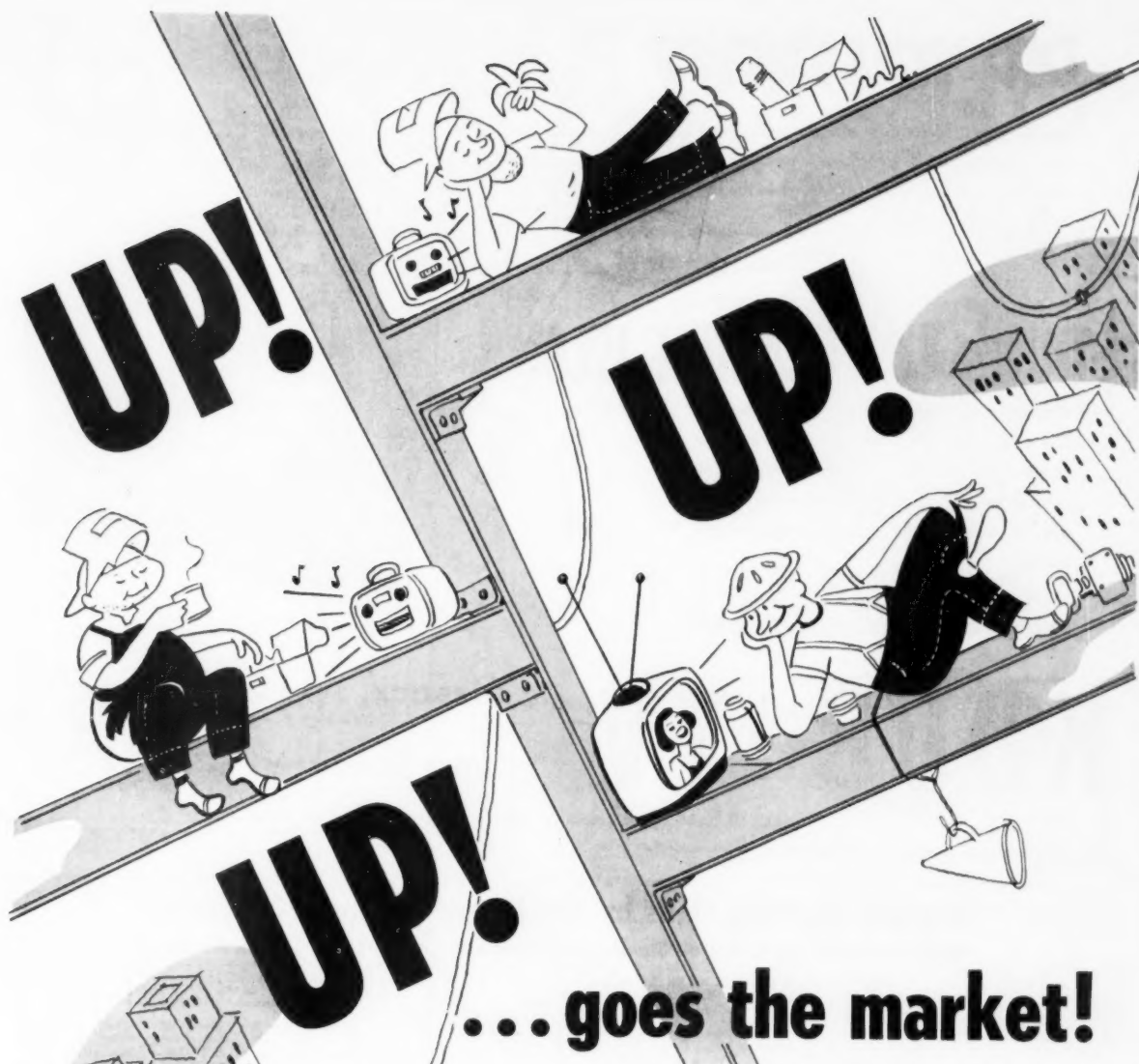
*See test market data on Page 134 for towns under 75,000 population

ALL MEDIA AVAILABLE IN THE MARKET!

Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
24	SOUTH CAROLINA									96	Nashville	36.7	12.9	24.2	19.2	28.1	34.3	11.0	33.6
	Charleston	48.0	20.4	23.4	22.4	21.1	31.2	7.5	26.0	6	Davidson	36.7	12.9	24.2	19.2	28.1	34.3	11.0	33.6
	Charleston	48.0	20.4	23.4	22.4	21.1	31.2	7.5	26.0		TEXAS								
31	Columbia	41.7	15.4	20.7	17.3	27.1	34.9	10.5	32.4		Amarillo	23.2	6.6	25.1	16.2	35.3	34.9	16.4	42.3
59	Richland	41.7	15.4	20.7	17.3	27.1	34.9	10.5	32.4	11	Potter	23.1	6.7	26.3	17.3	35.2	35.5	15.4	40.5
	Greenville	35.8	12.7	23.5	18.9	30.7	38.0	10.0	30.4		Randall	23.9	6.3	19.2	11.3	35.6	32.2	21.3	50.2
216	Greenville	35.8	12.7	23.5	18.9	30.7	38.0	10.0	30.4		Austin	41.0	14.5	21.3	17.0	25.9	31.8	11.8	36.7
	Spartanburg	39.1	15.2	25.2	22.2	27.8	37.5	7.9	25.1	15	Travis	41.0	14.5	21.3	17.0	25.9	31.8	11.8	36.7
137	SOUTH DAKOTA									34	Beaumont-Port Arthur	22.3	7.0	23.5	16.5	41.7	45.2	12.5	31.3
	Sioux Falls	24.4	7.9	28.3	20.6	35.0	39.2	12.3	32.3		Jefferson	22.3	7.0	23.5	16.5	41.7	45.2	12.5	31.3
27	Minnehaha	24.4	7.9	28.3	20.6	35.0	39.2	12.3	32.3	35	Corpus Christi	29.9	9.5	23.4	16.7	32.4	35.6	14.3	38.2
	TENNESSEE										Nueces	29.9	9.5	23.4	16.7	32.4	35.6	14.3	38.2
	Chattanooga	39.5	15.0	25.6	21.9	26.0	34.3	8.9	28.8	45	Dallas	25.7	7.5	23.4	15.6	34.5	35.1	16.4	41.8
74	Walker (Ga.)	41.4	16.5	28.3	25.5	22.8	31.6	7.5	26.4	52	Dallas	25.7	7.5	23.4	15.6	34.5	35.1	16.4	41.8
	Hamilton	39.3	14.8	25.0	21.3	26.6	34.7	9.1	29.2		El Paso	36.3	12.4	21.9	16.7	28.8	34.0	13.0	36.9
	Knoxville	36.6	13.4	25.2	21.0	28.1	36.0	10.1	29.6	64	El Paso	36.3	12.4	21.9	16.7	28.8	34.0	13.0	36.9
69	Anderson	21.1	6.7	23.6	17.0	42.1	46.5	13.2	29.8	55	Fort Worth	27.6	9.1	27.3	20.3	33.6	38.5	11.5	32.1
	Blount	48.5	22.0	26.4	27.2	20.0	31.6	5.1	19.2		Tarrant	27.6	9.1	27.3	20.3	33.6	38.5	11.5	32.1
	Knox	38.2	14.1	25.4	21.1	26.0	33.4	10.4	31.4	64	Galveston	28.5	9.3	24.4	18.1	34.9	39.7	12.2	32.9
69	Memphis	38.1	13.4	22.9	18.2	27.7	33.8	11.3	34.6	77	Galveston	28.5	9.3	24.4	18.1	34.9	39.7	12.2	32.9
	Shelby	38.1	13.4	22.9	18.2	27.7	33.8	11.3	34.6		Houston	24.8	7.5	23.7	16.2	36.5	36.2	15.0	38.1
											Harris	24.8	7.5	23.7	16.2	36.5	36.2	15.0	38.1
											Laredo	56.8	25.1	16.5	16.0	16.8	25.0	7.9	33.9
											Webb	58.8	25.1	16.5	16.0	16.8	25.0	7.9	33.9



... goes the market!

WBAP-TV ALONE covers a \$2½ billion market . . . add the tremendous power of **WBAP 820 and 570 PLUS** . . . the finest programming greatest facilities biggest names

AND... you'll see why the SMARTEST advertisers turn to...

WBAP ★ **AM ★ FM ★ TV** ★
820 ★ 570 ★ CHANNEL 5

THE STAR-TELEGRAM STATIONS • ABC-NBC • FORT WORTH, TEXAS

AMON CARTER
Chairman

AMON CARTER, JR.
President

HAROLD HOUGH
Director

GEORGE CRANSTON
Manager

ROY BACUS
Commercial Manager

FREE & PETERS, INC. National Representatives:

NOVEMBER 10, 1953

DID YOU KNOW?

The TOP South Plains market has moved! Check that coverage map; you'll find no other TV market as rich or greatly populated in the entire area indicated

K-DUB's TV TREASURE ISLAND

KDUB-TV was Texas first post-freeze station; first on the air in all West-Texas! No other station equals KDUB in live production, top network shows, sales results or local promotion in this rich area. KDUB-TV, your surest coverage medium!

represented nationally by Avery-Knodel

KDUB-TV

LUBBOCK, TEXAS

DuMont  Paramount

W. D. "Dub" Rogers, president Mike Shapiro, asst. mgr. & director of sales



Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
85	Lubbock	30.4	9.1	22.2	15.0	30.7	31.8	16.7	44.1	127	San Antonio	39.9	14.5	23.4	19.2	26.0	32.8	10.7	33.5
	Lubbock	30.4	9.1	22.2	15.0	30.7	31.8	16.7	44.1		Bexar	39.9	14.5	23.4	19.2	26.0	32.8	10.7	33.5
126	San Angelo	34.4	11.4	25.2	18.8	28.2	32.5	12.2	37.3	154	Waco	41.7	16.0	24.5	21.2	24.9	33.1	8.9	29.7
	Tom Green	34.4	11.4	25.2	18.8	28.2	32.5	12.2	37.3		McLennan	41.7	16.0	24.5	21.2	24.9	33.1	8.9	29.7

Experts Pick Best Test Markets By Regions and Population Groups

Manufacturer and agency experts report how to:

1. Make tests that can be projected to the national scene.
2. Avoid pitfalls in making tests and interpreting results.
3. Decide media investments on a test campaign.

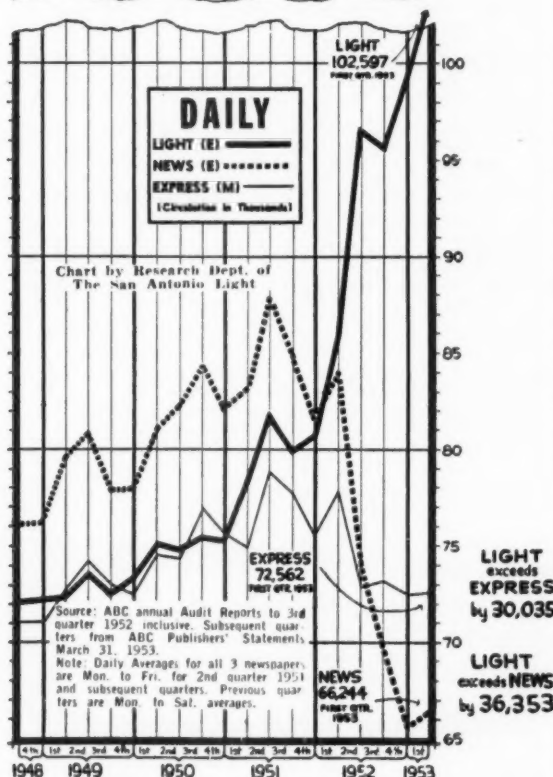
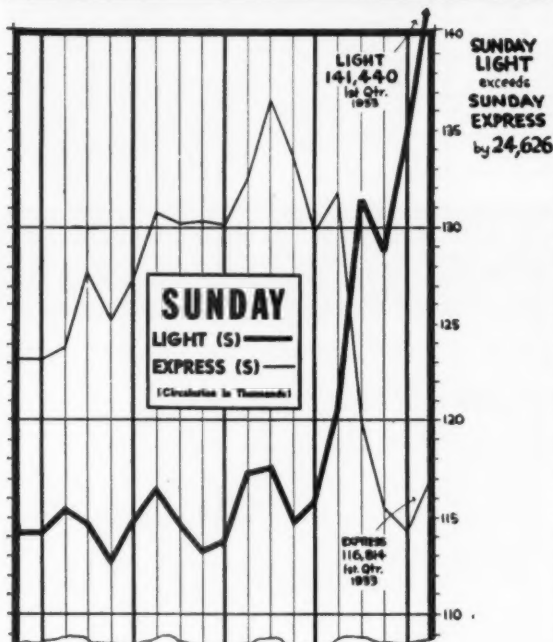
The experts evaluate 227 test cities as test areas for a specific product, rate the 10 most important factors in choosing test cities, tell why specific test cities are good, and name 53 cities as best for a new food product.

Turn to page 110 of this issue

In San Antonio

ABC AVERAGE NET PAID CIRCULATION BY QUARTERS

San Antonio Daily and Sunday Newspapers, 1948-1953



we deliver
CIRCULATION
like this

**ADVERTISERS
GET RESULTS**

place their
LINAGE
like this

FIRST 8 MONTHS 1953 vs 1952 (Lines)

Media Records

RETAIL GENERAL

LIGHT (E) ..Gain 416,978	Gain 345,837
NEWS (E) ..Loss 824,004	Loss 90,472
EXPRESS (M) Loss 274,931	Gain 44,670

TOTAL ADVERTISING

(Exclusive of all Sunday Supplements)

LIGHT	1,560,743	GAIN
EXPRESS and NEWS	1,871,068	LOSS

(Optional Combination)

ECONOMY? . . . The Light delivers complete coverage—more circulation in the City Zone alone than TOTAL circulation of the Express or News . . . at THE LOWEST MILLINE for net unduplicated circulation.

Ask Moloney, Regan & Schmitt
to bring you up-to-date on covering San Antonio.

THE SAN ANTONIO LIGHT
SAN ANTONIO, TEXAS
AN INDEPENDENT NEWSPAPER

Largest Daily and Sunday circulation
of any newspaper in South Texas

I'll buy that!

...and she can... because families in Roanoke, as a group, have more income to spend than in ordinary markets. Figures prove that Roanoke families read, and respond to, effective advertising!

Net Incomes	% of Income		% of Dollars	
	U. S.	Roanoke	U. S.	Roanoke
\$0-\$2,499	31.4	27.1	10.5%	8.8%
\$2,500-\$3,999	25.1	27.8	19.0	20.5
\$4,000-\$6,999	30.9	32.4	36.0	36.8
\$7,000 and over	12.6	12.7	34.5	33.9



Prize winning 36-page book: "Portrait of a Newspaper Market" gives you an intimate closeup of Roanoke and the newspapers which serve it. Tells what these newspapers do to get your advertising a maximum of support. Gives full details of the Roanoke Market Development Plan. For your FREE copy, write Sawyer, Ferguson, Walker Co., 60 East 42 Street, N. Y. 17 or



ROANOKE TIMES AND WORLD-NEWS

ROANOKE • VIRGINIA

SAWYER • FERGUSON • WALKER CO. National Representatives

Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
159	Wichita Falls	39.7	14.2	23.2	18.5	26.6	32.9	10.5	34.4	61	VIRGINIA								
	Wichita	39.7	14.2	23.2	18.5	26.6	32.9	10.5	34.4		* Hampton - Newport News - Warwick	34.3	12.8	26.5	22.3	30.0	39.0	9.2	25.9
166	Arlene	35.3	12.0	23.9	18.2	29.8	35.0	11.0	34.8		* Newport News	34.3	12.8	26.5	22.3	30.0	39.0	9.2	25.9
	Taylor	35.3	12.0	23.9	18.2	29.8	35.0	11.0	34.8										
179	Brownsville-Harlingen									100	* Norfolk - Portsmouth	38.9	14.9	25.9	22.6	26.2	34.8	9.0	27.7
	McAllen	54.1	21.7	15.9	14.3	20.2	26.2	9.8	35.6		* Norfolk	38.3	14.7	26.1	22.4	26.5	35.2	9.1	27.7
	Cameron	50.0	19.2	17.3	15.1	22.3	29.8	10.4	35.9		* Princess Anne	44.1	17.8	25.2	23.0	22.4	31.3	8.3	27.9
	Hidalgo	57.6	24.1	14.8	14.0	18.3	26.6	9.3	35.3										
217	Texarkana	50.0	23.3	25.0	20.2	20.5	33.0	4.5	17.5	117	Richmond	28.6	8.9	23.3	16.5	33.1	35.9	15.0	38.7
	Miller (Ark.)	55.7	27.5	22.8	25.3	17.3	29.8	4.2	17.4		* Chesterfield	25.9	8.7	28.3	21.4	34.6	40.4	11.2	29.5
	Bowie	46.8	21.1	26.1	26.6	22.3	34.8	4.8	17.5		* Henrico	29.0	9.0	22.6	15.7	32.8	35.3	15.6	40.0
	Tyler	42.4	16.0	22.1	18.9	25.8	33.8	9.7	31.3										
219	Smith	42.4	16.0	22.1	18.9	25.8	33.8	9.7	31.3	118	Roanoke	27.1	8.8	27.8	20.5	32.4	36.8	12.7	33.9
											* Roanoke	27.1	8.8	27.8	20.5	32.4	36.8	12.7	33.9
	UTAH																		
	Ogden	20.1	6.8	32.5	24.9	37.7	44.3	9.7	24.0		184	Danville	42.8	16.5	21.8	19.0	26.9	36.1	8.5
	Weber	20.1	6.8	32.5	24.9	37.7	44.3	9.7	24.0										
125	Salt Lake City	20.5	6.4	29.2	20.4	37.1	39.9	13.2	33.3	199	Pittsylvania	42.8	16.5	21.8	19.0	26.9	36.1	8.5	28.4
	Salt Lake	20.5	6.4	29.2	20.4	37.1	39.9	13.2	33.3		Lynchburg	39.5	14.4	23.9	19.6	27.8	35.1	8.8	30.7
											* Campbell	39.5	14.4	23.9	19.8	27.8	35.1	8.8	30.7

* Although in the official government definitions, the Norfolk-Portsmouth and the Hampton-Newport News-Warwick areas are treated separately, for many marketing purposes, the two areas constitute a single integrated market.

7 In 1952 the Counties of Elizabeth City and Warwick officially became the independent cities of Hampton and Warwick. Since the independent city of Newport News had been grouped with these counties, we include them in a new county called Newport News.

* Norfolk County combined with Norfolk, Portsmouth and South Norfolk (independent cities).

* Chesterfield County combined with Colonial Heights (independent city).

* Henrico County combined with Richmond (independent city).

* Roanoke County combined with Roanoke (independent city).

* Pittsylvania County combined with Danville (independent city).

* Campbell County combined with Lynchburg (independent city).

How to Read the Figures

For the complete explanation of "Who Gets What Income and Where?" turn to page 65 of this issue. Dr. Jay M. Gould, research director, the Survey of Buying Power, explains the background of the income figures, where the Census Bureau falls short, and how income units are defined.



HENRY GUERRA

NEWS

worthy



HENRY HOWELL



FRANK MATTHEWS



JAMES METCALF

Here at WOAI-TV we think news is worthy—worthy of a staff of specialists—worthy of editing, rewriting and presentation by men who give all their time and thought to news—men who are known and respected as experts in their field. In addition WOAI-TV has all three wire services, AP, UP, INS, plus our own staff of local reporters. When you hear and buy news on WOAI-TV you know it's the best in the Southwest.



Radio Station WSAZ

Covering the Tri-State Market

of

WEST VIRGINIA — KENTUCKY — OHIO

IN BMB STUDY No. 2 COUNTIES YOU'LL FIND

- 260,940 RADIO HOMES (DAY)
- 132,260 RADIO HOMES (NIGHT)
- 811,500,000 RETAIL SALES

930 KC

5000 WATTS DAY

1000 WATTS NIGHT

THE STATION THAT TELLS MORE — SELLS MORE

National Representative The KATZ AGENCY, Inc.
C. T. Garten, Asst. General Mgr. WSAZ

ABC NETWORK

WSAZ

WSAZ-TV

delivers complete coverage to

3,892,300* population

in 101 counties of W. Va. - Ohio - Ky. - Va. and Tenn.

987,300 Families!

2,486,877,000 Retail Sales!

4,064,724,000 Effective Buying Power!

* figures from 1953
Sales Management
"Survey of Buying Power"

ABC - CBS - DTN - NBC

National Representative
The KATZ AGENCY
Inc.

WSAZ-TV



Put It Down On A Sure Thing!

1952 Population 85,500 • ABC City Zone Over 115,000

Trading Center for 611,000 People.

Over 60,000 Daily Combined Circulation

*The coverage you need in the expanding Tri-State Empire
where Kentucky, Ohio and West Virginia meet.*

Sale after Sale you'll agree--It's A Sure Thing

When You Use

The Herald Dispatch (m) The Hunting Advertiser (e) The Herald Advertiser (s)

Published by Huntington Publishing Company

Huntington, West Virginia

Represented Nationally by the Katz Agency, New York



Complete Coverage of Compact, Prosperous Green Bay, Wisconsin ... With The Press-Gazette!

- 170,000 Trading Zone population makes Green Bay Wisconsin's 3rd largest market!
- We're 100% City Zone, 95% Metropolitan Area readership in this high-spending market!
- Stable, diversified industry and agriculture assure effective buying income!
- We're a decisive factor in Green Bay's \$265,000,000 annual wholesale-retail sales!

One-paper saturation of a prosperous, typical population, undisturbed by outside media . . . adequate spread with positive control . . . plus full media co-operation make Green Bay tops as a Test Market! For full details, contact Phil McClosky, Manager, General Advertising.

GREEN BAY PRESS-GAZETTE

Consumer Spending Units by Net Income Groups—Continued

SYN Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
134	WASHINGTON									65	Huntington-Ashland	35.2	13.3	28.0	23.8	26.5	37.2	8.3	25.7
	Seattle	22.7	7.0	24.7	17.1	38.2	40.7	14.4	35.2		Boyd (Ky.)	28.9	10.5	31.9	26.1	30.9	38.8	8.3	24.6
	King	22.7	7.0	24.7	17.1	38.2	40.7	14.4	35.2		Lawrence (Ohio)	39.6	16.8	29.2	28.0	26.8	39.5	4.4	15.7
139	Spokane	25.3	8.2	25.7	18.6	36.4	40.8	12.6	32.4	157	Cabell	33.2	11.7	27.1	21.4	29.1	35.5	10.6	31.4
	Spokane	25.3	8.2	25.7	18.6	36.4	40.8	12.6	32.4		Wayne	45.3	19.9	24.0	23.8	24.7	37.7	6.0	18.6
146	Tacoma	35.2	12.8	24.5	20.2	30.7	38.9	9.6	28.1		Wheeling-Steubenville	28.9	10.2	30.2	24.2	31.2	38.3	9.7	27.3
	Pierce	35.2	12.8	24.5	20.2	30.7	38.9	9.6	28.1	43	Belmont (Ohio)	37.5	15.5	30.6	28.4	25.5	36.3	6.4	19.8
175	Bellingham	35.3	13.6	27.3	23.9	30.1	40.4	7.3	22.1		Jefferson (Ohio)	22.9	7.6	31.1	23.0	34.9	39.9	11.1	29.5
	Whatcom	35.3	13.6	27.3	23.9	30.1	40.4	7.3	22.1		Brooke	23.9	8.4	31.7	24.9	34.5	41.7	9.9	25.0
188	Everett	29.1	10.6	30.5	25.2	31.8	40.2	8.6	24.0	57	Hancock	17.1	5.4	30.4	21.6	40.8	44.6	11.7	28.4
	Snohomish	29.1	10.6	30.5	25.2	31.8	40.2	8.6	24.0		Marshall	35.9	14.5	29.7	27.1	27.5	38.7	6.9	19.7
224	Yakima	33.9	12.5	26.6	22.1	30.8	39.2	8.7	26.2		Ohio	29.9	9.9	28.4	21.3	29.3	33.8	12.4	35.0
	Yakima	33.9	12.5	26.6	22.1	30.8	39.2	8.7	26.2	WISCONSIN									
25	WEST VIRGINIA									43	Duluth - Superior	27.2	9.7	32.6	26.1	31.2	38.5	9.0	28.7
	Charleston	27.7	9.5	28.6	22.2	32.7	38.8	11.0	29.5		Saint Louis (Minn.)	26.5	9.3	32.5	25.7	31.8	38.6	9.2	26.4
	Fayette	35.3	14.0	34.7	31.1	22.4	30.8	7.6	24.1		Douglas (Wisc.)	30.5	11.5	32.8	28.1	28.9	38.0	7.8	22.4
	Kanawha	25.5	8.4	26.8	19.9	35.7	40.8	12.0	30.9	57	Green Bay	23.2	7.6	29.2	21.7	36.2	41.3	11.4	29.4
											Brown	23.2	7.6	29.2	21.7	36.2	41.3	11.4	29.4

the LIVELY
KTNT-TV
CHANNEL 11

South 11th at Grant, Tacoma 6, Wash.; transmitter strategically located at Tacoma in Middle Puget Sound. Represented nationally by WEED TELEVISION, in Pacific Northwest by ART MOORE & SON, Seattle, Portland.

corner of the United States

A VIBRANT, GROWING, PROSPEROUS MARKET

Six counties bordering Puget Sound account for more than half of Washington State's population, retail sales, effective buying income. These counties lie within the Puget Sound Area served by KTNT-TV. The Puget Sound Area is alive . . . it is growing . . . it is prosperous. You can sell this lively market with this one TV station!



CBS and DuMont Television for the Puget Sound Area

125,000 WATTS

APPLETON WISCONSIN! Now a STANDARD METROPOLITAN AREA!

and the LARGEST City Zone Market North of Milwaukee!

Merchandising Support Found no where else in the state!

Only the Post-Crescent offers all these services FREE to advertisers

- 1) 70% Tie-in guarantee every time your ad appears!
- 2) Twice weekly dealer contacts!
- 3) Regular Retail Newsletter!
- 4) Complete Grocery-Meat Route Lists!
- 5) Annual Consumer Buying Habit Study!
- 6) Dealer Display Contest!

**ADVERTISING TO BE EFFECTIVE
MUST BE MERCHANDISED!**

The Appleton Post-Crescent SERVING THIS HUB OF THE FOX RIVER VALLEY

County Area
Population

85,200*

93.2% Coverage
of the APPLETON CITY ZONE
TOTAL CIRCULATION
Now in Excess
of 31,500 DAILY!

TEST IN APPLETON
5th Lowest Rate Per Reader
5th Largest Circulation
2nd in Total Linage!
Among ALL Wisconsin Dailies

* Sales Management 1953 Survey of Buying Power

Consumer Spending Units by Net Income Groups—Continued

SM Estimates, 1952, for all Standard and Potential Metropolitan County Areas

Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over		Area Number	STATE, AREA AND COUNTY NAME	\$0 to \$2,499		\$2,500 to \$3,999		\$4,000 to \$6,999		\$7,000 and Over	
		% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars			% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars	% of Units	% of Dollars
73	Kenosha	15.5	4.8	33.4	23.0	37.7	40.2	13.4	32.0	193	La Crosse	25.2	8.9	28.6	22.0	34.4	40.5	10.8	28.6
	Kenosha	15.5	4.8	33.4	23.0	37.7	40.2	13.4	32.0		La Crosse	26.2	8.9	28.6	22.0	34.4	40.5	10.8	28.6
87	Madison	33.0	10.9	23.6	17.8	30.7	35.3	12.7	36.0	205	Oshkosh	24.4	8.1	31.1	23.1	33.2	38.1	11.3	30.7
	Dane	33.0	10.9	23.6	17.8	30.7	35.3	12.7	36.0		Winnebago	24.4	8.1	31.1	23.1	33.2	38.1	11.3	30.7
91	Milwaukee	17.0	5.0	27.0	17.7	40.3	40.8	15.7	36.5	215	Sheboygan	22.6	7.4	30.0	22.1	36.0	40.7	11.4	29.8
	Milwaukee	17.0	5.0	27.0	17.7	40.3	40.8	15.7	36.5		Sheboygan	22.6	7.4	30.0	22.1	36.0	40.7	11.4	29.8
114	Racine	15.5	4.5	26.7	17.5	41.7	41.9	16.1	36.1										
	Racine	15.5	4.5	26.7	17.5	41.7	41.9	16.1	36.1										
170	Appleton	25.9	8.4	29.7	21.9	31.7	35.9	12.7	33.8		UNITED STATES,								
	Outagamie	25.9	8.4	29.7	21.9	31.7	35.9	12.7	33.8		ALL COUNTIES	31.4	10.5	25.1	19.0	30.9	36.0	12.6	34.5

Must Man...today more than ever before

Today there is real progress being made in some quarters by a rather new team—often essentially a six man team made up of the advertising manager, the account executive, the market research men of both agency and advertiser, the media man, and, *above all, the sales manager!* These men, more and more,

are coordinating their efforts to get the most out of a given advertising budget through more thoughtfully tying up advertising expenditures with *sales* results.

From a recent address by R. F. Hussey, Vice President & Media Director, Foote, Cone & Belding

More Incomes in Upper Brackets in Milwaukee

... and more retail sales per family

Consumer Spending Units by Net Income Groups (SM Estimates, 1952)	Milwaukee Metropolitan Area	Average of 25 Largest Metropolitan Areas	Average All U. S. Counties
Less than \$2,500	17.0%	24.5%	31.4%
\$2,500 to \$3,999	27.0%	25.5%	25.1%
\$4,000 to \$6,999	40.3%	35.0%	30.9%
\$7,000 and Over	15.7%	15.0%	12.6%

Retail sales per family in the Milwaukee metropolitan area in 1952 averaged \$4,326. Effective buying income was \$6,267. Both were 20% higher than U. S. averages, and 12% above the average for the 25 largest metropolitan areas.* As shown in the above chart based on data from this issue of Sales Management, Milwaukee has more than the average proportion of families who have the money to buy new cars, television, freezers, and other "sizable-purchase" items.

**Sales Management Survey of Buying Power, 1953*

The Milwaukee Journal

READ IN 92% OF ALL HOMES IN THE METROPOLITAN AREA

COULD YOU USE THIS

The Consumer Buying Panel

SPONSORED BY
THE
BALTIMORE NEWS-POST

CHEESE OR CHEESE PRODUCTS
(PACKAGED)

DISTRIBUTION OF
TOTAL VOLUME BY
BRANDS PURCHASED
MAY - JUNE 1953 (No. 5)

AVERAGE PURCHASES PER FAMILY
34.4 Ounces

Page 1 of 8

BRAND (Ranked by Volume)	Volume Purchased				Families Reporting . . . 400 . . .		
	Size	Units	OUNCES	Pct. of Total Volume	Number Purchasing Commodity	Percent Purchasing Commodity	Percent of Purchasers in Panel
		1,352	13,764.23	100.0	266	100.0	66.5
<u>AMERICAN CHEESE</u>							
		76	680	5.0	39	14.7	9.8
	8	67	536	3.9	35	13.2	8.8
	16	9	144	1.1	4	1.5	1.0
		46	576	4.2	25	9.4	6.3
	8	37	296	2.2	22	8.3	5.5
	24	1	24	0.2	1	0.4	0.3
	32	8	256	1.8	4	1.5	1.0
		37	472	3.5	29	10.9	7.3
	8	26	208	1.5	22	8.3	5.5
	24	11	264	2.0	7	2.6	1.8
		26	296	2.2	17	6.4	4.3
	8	21	168	1.3	14	5.3	3.5
	16	2	32	0.2	2	0.8	0.5
	32	3	96	0.7	2	0.8	0.5
Bulk		19	227	1.7	12	4.5	3.0
	32	4	128	0.9	2	0.8	0.5
		3	72	0.5	2	0.8	0.5
	8	1	8	0.1	1	0.4	0.3
	32	2	64	0.4	1	0.4	0.2
	8	8	64	0.5	3	1.1	0.8
	12	1	32	0.2	1	0.4	0.3
<u>CHEDDAR CHEESE</u>							
		19	237.28	1.7	7	2.6	1.8
	8	3	24	0.2	3	1.1	0.8
	13.33	16	213.28	1.5	4	1.5	1.0
		17	176.95	1.3	8	3.0	2.0

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* Brand names, which have been deleted from
this reproduction, appear on actual reports.

KIND OF INFORMATION ABOUT YOUR PRODUCT?

In Baltimore — America's #1 Test Market —
You Can Get It First Hand Through The
NEWS-POST's Consumer Buying Panel!

Chances are you would welcome such data—usually difficult to come by, and prohibitively costly. Yet, when you advertise in the Baltimore News-Post (the best advertising dollar-buy in Baltimore), you reach half of Baltimore's families, and get this vital consumer buying information at *no extra cost!* Furthermore, you are proving the merits of your product—and of your advertising—in a metropolitan market where you can expect volume sales. And your findings will be valuable guide posts for selling other markets too!

Our carefully-screened panel of 400 housewives from 400 typical families makes Baltimore the Nation's Number 1 Test Market. Each week these women submit, in special diaries, their recorded day-by-day purchases in 26 Grocery and 7 Drug, Cosmetic and Toiletry classifications. This exclusive data, when compiled, results in up-to-date information on consumer purchases by Product, Brand, Size, Volume, Source of Purchase, and Price.

News-Post advertisers are furnished this information *without charge*—in bi-monthly reports for

Grocery Products, and in quarterly reports for Drug, Cosmetic and Toiletry Products. In addition, you may request special cross-tabulations of panel data to furnish you with further information about the purchasing habits of Baltimore housewives. You can learn who buys your product—or your competitor's — by age, income, racial and other important groupings. These special reports are supplied at *cost price* to News-Post advertisers.

Information like this can be *invaluable!* Consumer purchasing habits, brand loyalty, brand switching, reactions to test campaigns or deals . . . all are pin-pointed through this panel. *Nowhere else* can you get such reliable, accurate consumer data so quickly, so easily, so economically!

For further details about the largest evening newspaper in the Nation's 6th Largest City—and on how to add the News-Post Consumer Buying Panel to your advertising, marketing and sales repertory—call or write the Hearst Advertising Service representative in your territory.

Baltimore News-Post & Sunday American

Bought and read by more-than-half of Baltimore's families.

Experts Pick Best Test Markets By Regions and Population Groups

Manufacturer and agency experts report how to:

1. Make tests that can be projected to the national scene.
2. Avoid pitfalls in making tests and interpreting results.
3. Decide media investments on a test campaign.

The experts evaluate 227 test cities as test areas for a specific product and:

1. Rate the 10 most important factors in choosing test cities.
2. Tell why specific test cities are good.
3. Name 53 cities as best to test the market appeal of a new food product.

BY PHILIP SALISBURY
Editor, Sales Management

One hundred thirty-one manufacturer and advertising agency representatives cooperated with the editors of *SALES MANAGEMENT* in pooling their experience and opinions on planning, operating and drawing conclusions from test market campaigns. Among the highlights:

1. As we get further into a buyer's market manufacturers tempt consumers with a rash of new products, improvements to old products, changes in packages. This new-product activity has become the most important purpose of market testing.

2. Study of actual sales and inventory records is the results-checking method most preferred—the one most likely to permit proper projection.

3. More people apparently find more useful test market information and data in the *Survey of Buying Power* and other *SALES MANAGEMENT* issues than in any other source, governmental or private.

4. Asked to rate various factors on a "very important—fairly important—not so important" basis, respondents chose the following as most important on a weighted basis:

- a. Typicality of distributive outlets.
- b. Relative isolation and independence.
- c. Typical of medium-size metro markets.
- d. Typical of large metro markets.
- e. Good mixture of industry, commerce, farming.

5. For a specific grocery product problem submitted by an SM subscriber, the following five cities were given the largest number of votes as best for testing: Spokane, Wash.; Portland, Ore.; Sacramento, Cal.; Atlanta, Ga.; Hartford, Conn.

By population groups the leaders were:

Over 500,000: Milwaukee, Wis.; San Francisco, Cal.; Dallas, Tex.

250,000-500,000: Portland, Ore.; Atlanta, Ga.; Columbus, O.
150,000-250,000: Spokane, Wash.; Hartford, Conn.; Syracuse, N.Y.

75,000-150,000: Sacramento, Cal.; Fort Wayne, Ind.; Fresno, Cal.

Under 75,000: Macon, Ga.; Bakersfield, Cal.; Muncie, Ind.

6. One of the greatest pitfalls is when the test is used to *prove* something, rather than to determine the truth. As one respondent put it, "Keep the guy to hell out who is the author of the idea or what-have-you which is being tested. He'll do everything within his power to see that the test succeeds."

Respondents were almost evenly divided among national advertisers and advertising agencies. Among national advertisers, marketing directors and advertising managers were the most typical respondents; in agencies they were heads of the media or market research departments, or both.

The questionnaire, devised by SM with the help of a panel of test market research experts, was in 10 parts. Because some of the questions called for digging into the files—often those of other departments—it was decided that the necessary detail could best be secured by mail rather than by personal interview.

The concluding section lists representative national advertisers and agencies whose executives cooperated.

How Many Tests Currently?

The first question asked, "In the past six months,* how many test market campaigns of all types [advertising tests, product tests, etc.] has your organization conducted? . . . How does this number of test-market campaigns compare with the number conducted during the same six-month period of the preceding year?"

The number of such campaigns ranged from 1 to 31, with a numerical average of almost 6. On a median basis the score was slightly under 5.

What Are the Purposes of Market Tests?

Respondents were shown a check list of 19 purposes, with spaces for write-ins of other reasons for conducting tests. While the list was not segregated by types of testing activity

*The survey was conducted in the Spring of 1953.

The Atlanta Journal and Constitution Magazine takes you into 3 out of every 4 homes in Urban Georgia

Every Sunday over 474,868 families read The Atlanta Journal and Constitution Magazine. These are "buying families" with money to spend . . . who are being reached *by no other magazine, or combination of magazines*, so effectively and at such little cost to the advertiser. Look at the Georgia market story under the map.

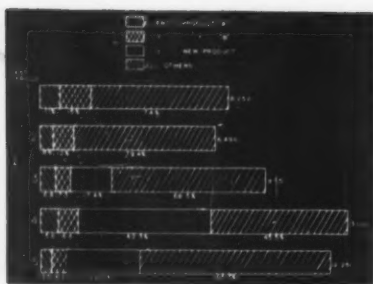
Georgia Market Coverage
Figures Available on Request.

Write:
National Advertising Department
The Atlanta Journal-Constitution
Atlanta, Georgia



THE GEORGIA MARKET		Percent Gain to 1950		
	1943	1942	1939-44	1929-34
Effective Buying Income	\$2,009,999,000	\$2,779,472,000	37.8%	63.4%
Total Retail Sales	988,050,000	2,492,845,000	151.4%	180.3%
Drugs	233,819,000	434,540,000	171.5%	136.4%
Food	44,905,000	82,571,000	83.9%	71.0%
General Merchandise	100,305,000	379,505,000	110.4%	80.2%

THE ATLANTA
Journal and Constitution MAGAZINE Represented by
Kelly-Smith Company



Burgoyne helps prove package sizes

Burgoyne helped this client to decide on Package Sizes B and C . . . increasing their share of the market to 83 percent!

Burgoyne store panels in Omaha, South Bend, and Rockford gave the facts on which sound package policies were set for the whole country.

For years leading grocery and drug advertisers have been using Burgoyne store panels to determine success probabilities of new sales programs.

Write on your letterhead for our Quarterly Merchandising Letter.



when offered to respondents, it is possible to regroup the returns into four major headings:

The product and its package.

The advertising.

Prices, premiums, deals and specials.

Store displays.

Currently it seems apparent that product testing overshadows all other types of testing. It may be a new product, a re-designed product, a new size, a new package or label. As compared with 1950, such test reasons have *more than doubled in importance*, and as we get deeper into the competitive era it may be expected that such testing will continue to grow.

The Product and Package

	% of Mentions	% of Mentions Cumulative
A new product	17.0	
A re-designed product	9.0	
A new package (or label)	10.0	
One package size vs. another	2.5	38.5

Advertising

Media Type A vs. Type B	8.0	
A hitherto unused medium	8.5	
Large vs. small ads	2.5	
Copy A vs. Copy B	7.0	
Increasing the quantity	6.0	32.0

Prices, Premiums, Specials, Deals

Proposed change in price	1.0	
Premiums: A vs. B, or A vs. none	5.0	
Deals & specials: A vs. B, or A vs. none	10.0	16.0

Store Displays

A new display	4.5	4.5
---------------	-----	-----

Scattered reasons

	9.0
	100.0

Among the miscellaneous reasons were: testing seasonal variations in demand; co-operative advertising plans; vacation regions vs. non-resort regions; value of a guarantee; a new advertising concept (not copy); one package type vs. another (waxpaper

vs. cellophane); effectiveness of a promotional booklet as a sales stimulant.

How Do You Check on Results?

The three results-checking methods most frequently used in 1950 remain most popular in 1953, and in the same order:

	% of All Mentions
Retail sales or inventory records	27.0
Surveys among dealers (opinion)	23.0
Surveys among consumers (opinion)	22.0
Reports from manufacturer salesmen	9.0
Coupon returns	8.0
Mail returns	5.0
Surveys made by advertising media	4.0
Other	2.0
	100.0

Seven methods were listed in the questionnaire. Respondents checked these, and spaces were provided for the addition of others. Among added checking methods were Nielsen data, Burgoyne food and drug audits, and Market Research Corp. of America data.

Possibly one of the most-merited criticisms of test campaigns is that soundness is too often sacrificed for speed. Some one in the advertiser's organization or at the agency is just bustin' out all over with an idea. Prudence or company policy may prevent them from putting it into national use without a test of some kind, but when men are burning with brilliant ideas they itch to get quick justification for them. So, all too often, decisions are made after days or weeks, when months are needed for checking of results.

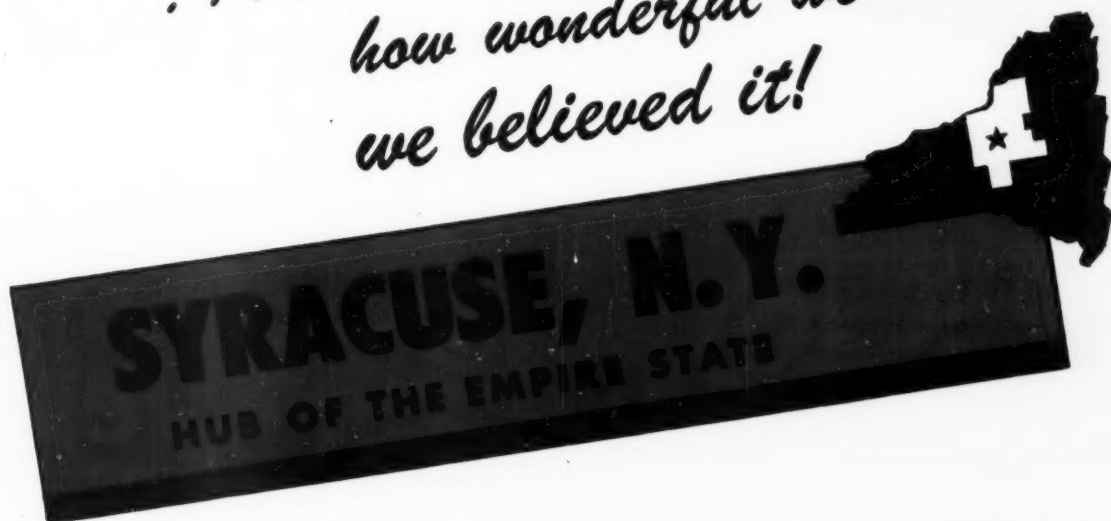
Those who have been privileged to review the findings of the continuing panels of the *Chicago Tribune* (72

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SALES MANAGEMENT

..... and when they told us
how wonderful we are —
we believed it!*



**A Great
SALES CENTER**

and

**TEST
MARKET**

**IN THE
MIDDLE ATLANTIC STATES**



SYRACUSE, N. Y.

A Great SALES CENTER

RETAIL SALES

(Based on Sales Management's
Surveys of Buying Power)

1950

Per Family

1951

Per Family

1952

Per Family

FOOD SALES

U.S.A.

\$ 729

\$ 815

\$ 879

NEW YORK STATE

929

1,048

1,096

SYRACUSE, N. Y.

1,043

1,247

1,370

56% above U.S.A.

25% above N.Y.S.

GEN. MDSE.

U.S.A.

\$ 379

\$ 403

\$ 409

NEW YORK STATE

356

383

312

SYRACUSE, N. Y.

657

751

861

110% above U.S.A.

275% above N.Y.S.

FURN-HOUSEHOLD

U.S.A.

\$ 177

\$ 176

\$ 197

NEW YORK STATE

218

220

237

SYRACUSE, N. Y.

237

253

287

45% above U.S.A.

21% above N.Y.S.

DRUG SALES

U.S.A.

\$ 83

\$ 99

\$ 103

NEW YORK STATE

77

94

94

SYRACUSE, N. Y.

100

133

141

37% above U.S.A.

50% above N.Y.S.

* * * and 1953 sales records continue to prove the
importance of this Key Central New York Market.

SYRACUSE, N.Y.

A Great TEST MARKET

In Sales Management's 1953 TEST MARKET SURVEY

***Leading Advertisers
and Agencies . . .**

rank . . .

SYRACUSE, FIRST

NUMBER

1

in New York State in its population group

in New York State for cities of all sizes

In the Middle Atlantic States in its population group

in the Middle Atlantic States for cities of all sizes

SYRACUSE has what it takes:

1. Industrial Diversity • Rich Agricultural Community
2. Strategic Location • Great Transportation Facilities
3. High Income • Top Spending • Business Activity

As TESTING

increases in scope . . .

SYRACUSE increases
in leadership

Here's the Syracuse record
in the past 4 Test Market Surveys
conducted by Sales Management.

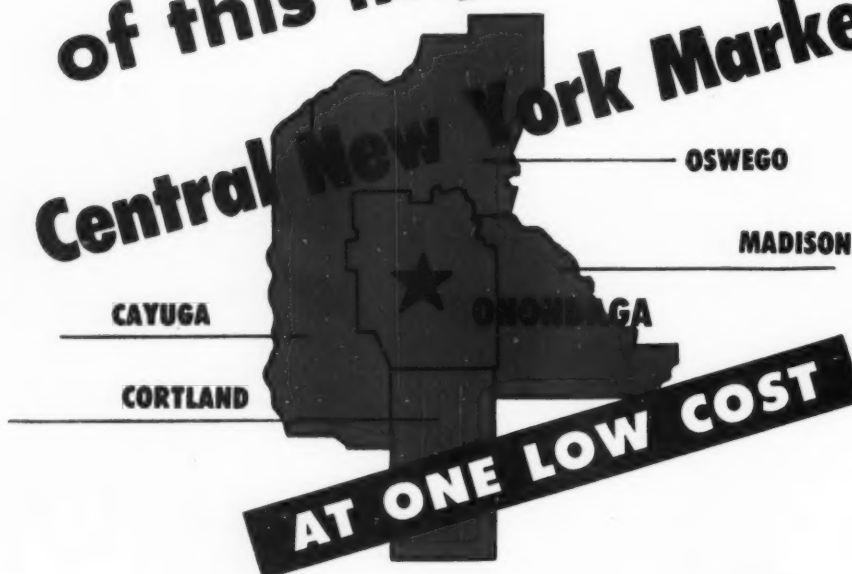
CITIES OF ALL SIZES IN U.S.A.

YEAR	NUMBER OF LEADING TEST MARKETS	SYRACUSE RANK
1940	29	23
1947	41	18
1950	43	13
1953	53	7

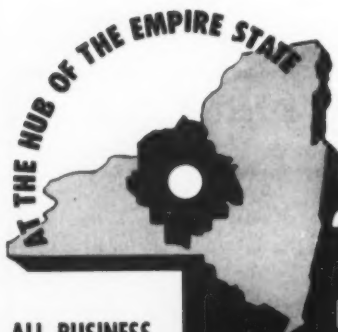
Just in Case You Like SATURATION



COMPLETE COVERAGE of this important Central New York Market



COUNTY	OCCUPIED DWELLING UNITS	DAILY	CIRCULATION SUNDAY
ONONDAGA	96,893	136,300	127,352
CAYUGA	20,101	12,765	17,387
CORTLAND	10,761	6,024	9,187
MADISON	13,020	10,216	11,683
OSWEGO	21,812	13,955	20,807
TOTAL PRIMARY MARKET	162,587	179,260	186,416



ALL BUSINESS
IS **LOCAL!**

TOTAL CIRCULATION

DAILY	213,733
SUNDAY	324,984

The **SYRACUSE Newspapers**
HERALD JOURNAL — POST STANDARD
 (Evening) (Morning)
HERALD-AMERICAN POST-STANDARD
 (Sunday) (Sunday)

products) or the *Baltimore News-Post* (33 products) are familiar with the wealth of information which can be secured about test campaigns in those cities—factors such as per cent of the total market secured; what effect the introduction of a new product may have on established brands of the same company; relative effectiveness of the new idea by income groups, age groups, family size groups; effectiveness of various kinds of stores in promoting sales, such as independents versus chains, etc. But it takes two or three months to secure such information, and many will not wait.

Best Sources of Test Market Data?

In response to the question, "What are the sources you turn to most frequently for information and data helpful in choosing test markets?" **SALES MANAGEMENT**, and particularly its *Survey of Buying Power*, received a flattering vote. No suggestions were made to respondents, and purely on a recall basis the average respondent mentioned three sources.

In the following table the percentages exceed 100 because they are based on the number of respondents mentioning each factor:

	% of respondents mentioning
<i>Survey of Buying Power</i> and other SALES MANAGEMENT issues	74.0
U.S. Government Bureau of the Census and other Department of Commerce material	45.0
The manufacturer's sales department records and opinions	42.0
<i>Editor & Publisher Market Guide</i>	31.0
<i>Consumer Markets</i> and other <i>Standard Rate & Data Service</i> publications	23.0
Media data from publishers	11.0
Agency's records	9.0
J. Walter Thompson's "Population and Its Distribution"	7.0

Scattered mentions for: Nielsen data; "trade publications"; *The American Weekly*; *Industrial Marketing*; water data; Starch readership studies; trade associations; Hearst Magazine Bureau; car registrations.

SAN DIEGO

TEST CITY, U.S.A.



"Ideal Metropolitan Testing Area for a New Product!"

...says ACME BREWERIES OFFICIAL

According to Frank Vitale, Acme treasurer and general manager for Bohemian Distributing Co., Acme's Southern California affiliate — San Diego was picked to test Acme Bulldog lager because: "It has various nationality groups, aggressive and progressive dealers, and calls for less expense in conducting a true test of a product than most other metropolitan areas." He adds: "We look to newspaper, just as the firm has done for the past ninety years, as the primary avenue for effectively reaching consumers."



THIS IS ONE OF MANY TYPICAL EXAMPLES OF SAN DIEGO TEST MARKETING.



SAN DIEGO
CALIFORNIA

San Diego Union
and
EVENING TRIBUNE

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

FORT WAYNE

Indiana's "GOLDEN ZONE" Market



BEST FOR TEST — IN THE MIDDLE WEST



In its article "Tests and Test Markets" this issue of SALES MANAGEMENT shows Fort Wayne as one of the "most recommended" cities in the nation for Test Campaigns. Fort Wayne ranks—

1st . . . among all cities in the midwest in the 75,000 to 150,000 population group!

2nd . . . among all cities in the nation in the 75,000 to 150,000 population group!

6th . . . among all cities, all sizes, in the nation!

Monthly Grocery Inventory and other valuable cooperation on all test campaigns. Write for new "GOLDEN ZONE" Market Book.

Fort Wayne Newspapers, Inc., Agent for

★ The News-Sentinel ★ The Journal-Gazette ★

FORT WAYNE, INDIANA

Nationally represented by The Allen-Klapp Co., New York • Chicago • Detroit



**Hathaway
hasn't a patch
on us . . .**

WBNS uses gimmicks to get attention, too . . . but depends on top programming to build listener loyalty. WBNS has more listeners than any other local station . . . consistently carries the 20 top-rated programs (PULSE). For availabilities, rates and ratings, contact John Blair.

CBS for CENTRAL OHIO



The Most Recent Test: Where, Why, What Media?

Respondents were asked, "In the most recent test campaign you conducted, what cities were used, and what media? On what type of product was the test made? What was the purpose of the test?"

Food products were mentioned in greatest number, followed closely by drugs and cosmetics. Others included rubber footwear, furnaces, bowling supplies, writing instruments, beer, tires, paint, furniture, cameras, jewelry and optical products.

As was true of the question referring to *all* tests within the last six months, the product and/or its package was the reason most frequently advanced for the most recent test. Advertising reasons were second in mention, including comparisons on effectiveness and penetration, testing types of media, copy vs. pictures, etc.

Others included checking sales volumes at two price levels, determining whether a product hitherto sold only by mail order can be sold through stores, attractiveness of a discount coupon. Measuring relative effectiveness of waxpaper as against cellophane, spot radio vs. newspapers, would an established product sell better in a new form?

A total of 88 cities was mentioned as having been used in the most recent test, with the great majority in the East and Middle West. There is nothing in the answers to indicate whether it is only coincidental that the largest number of manufacturers (and their agencies) are in the same area, but an analyst must wonder whether certain cities were chosen because they were near home base and the tests could be supervised with a minimum of expense. One of the respondents mentioned as a "pitfall" that sales departments often insisted on making tests near home, and fought off recommendations for test areas in the South, Southwest and Far West.

Cities used by 10% or more of respondents:

Boston
Chicago
Grand Rapids
Syracuse

Cities used by 6 to 9% of respondents:

Buffalo
Detroit
Minneapolis and/or St. Paul
Omaha
Toledo

SALES MANAGEMENT

Northern Ohio's Badge of Authority



These names arrest attention . . .

Reliable reporting of latest news . . . fast and accurate on-the-spot coverage . . . makes listeners keep tuned to WGAR.



CHARLES DAY

WGAR's news director dominates a dinner-hour audience at 6 with the DAY'S NEWS.

JIM MARTIN

Three early morning news casts have drivers and shift workers quoting Martin throughout the day.



JACK DOOLEY

Summarizes the day's news events daily at 5 P.M. and 11 P.M.

JACK PERKINS

Covers weekend news events; frequently features on-the-spot reports and interviews.



Able coverage by these top-flight newsmen, in Northern Ohio's oldest established radio news room, gives listeners what they want. No wonder they give WGAR the "badge of authority!"

In Northern Ohio

WGAR

THE SPOT FOR SPOT RADIO

Cleveland
50,000 watts

CBS

Eastern Office: at
665 Fifth Ave., N.Y.C.
Represented by The Henry I. Christal Co.
In Canada by Radio Time Sales, Ltd., Toronto

Cities used by 5% of respondents:

Binghamton
Cleveland
Fort Wayne
Hartford
Philadelphia
Rochester
Seattle

Cities used by 3 to 4% of respondents:

Atlanta
Baltimore
Cedar Rapids
Cincinnati
Columbus, O.
Des Moines
Fresno
New York City
Poughkeepsie
Providence
Sacramento
South Bend
Spokane
Waterloo

Other Eastern mentions:

Wilmington, Washington, Augusta (Me.), Bath, Bangor, Lewiston-Auburn, Waterville, Fall River, Fitchburg, New Bedford, Taunton, Worcester, Albany, Elmira, Niagara Falls, Allentown, Erie, Harrisburg, Pittsburgh, Reading, Manchester (N.H.)

Other Midwestern:

Rockford, Springfield (Ill.), Muncie, Richmond (Ind.), Terre Haute, Davenport, Wichita, Lansing, Duluth, St. Louis, Newark (O.), Springfield (O.), Youngstown, Madison and Milwaukee.

Other South and Southwest:

Little Rock, Tampa, St. Petersburg, Jacksonville, Savannah, New Orleans, Alexandria (La.), Oklahoma City, Tulsa, Memphis, Houston, Dallas, Fort Worth, Albuquerque, Winston-Salem.

Other Far West:

San Francisco, Denver.

Newspapers were mentioned most frequently as an advertising medium used in these most recent tests, but the percentage shrank markedly from the level maintained in the 1950 survey's identical question. Radio, instead of playing dead (it was semi-officially "killed" by many where TV began to assume importance) actually

When Customers Tell Dealers:



It proves your messages have the ring of authority!

WGAR commands the respect of a large listening audience because of authoritative news reporting, outstanding shows and special events, both local and CBS. This buying audience is yours—to ring up results in cash registers!

ADVERTISERS GET

RESULTS ON WGAR

Sales results obtained through use of WGAR are reflected in the number of years both local and national advertisers have been with Cleveland's Friendly Station!

221 advertisers . . . 3-5 years
94 advertisers . . . 6-10 years
17 advertisers . . . 11-15 years
16 advertisers . . . over 16 years!

WGAR'S PLEDGE

Based on 23 years' experience, "WGAR secures from its staff and its clients, careful preparation and delivery of advertising messages to maintain high standards and good taste."

Listeners quote WGAR because they've learned to respect its voice of authority. We invite you to share the impact of this voice for your sales messages.

In Northern Ohio

WGAR

THE SPOT FOR SPOT RADIO

Cleveland
50,000 watts

CBS

Eastern Office: at
665 Fifth Ave., N.Y.C.
Represented by The Henry I. Christal Co.
In Canada by Radio Time Sales, Ltd., Toronto

CHANNEL 10

A Power in Providence

**Strongest
New England
TV Penetration
• 85% •**

**and
2nd Top Test Market**

**Products are SOLD
by the**

POWER

PRESTIGE

and

PERSONALITIES

of



Represented by **WEED TELEVISION**

increased its number of mentions by 70%.

The media used are directly comparable in the two most recent test market surveys except as noted:

	SM 1950 Survey %	SM 1953 Survey %
Newspapers		
Morning	18.2	12.4
Evening	27.5	19.9
Sunday	9.7 55.4	4.4 36.7
Radio		
Daytime	*	9.4
Evening	*	14.0
Spot not noted	* 14.3	.8 24.2
TV		
Daytime	*	1.3
Evening	* 4.7	8.3 9.6
Outdoor	0.9	4.7
Car Cards	1.4	1.9
Samples	4.2	2.1
Point-of-Purchase	14.1	19.5
Other	5.0	1.3
	100.0	100.0

*Breakdown not available, 1950

The newspaper loss on this identical question was spread over three newspaper groups, but with Sunday editions standing the greatest percentage drop.

The radio gain was outstanding, especially since it will come as a surprise to many. The questionnaire did not ask "why" a specific medium was used, but a couple of respondents volunteered the information that they considered the "real" cost of radio to have decreased.

Percentagewise TV had a big increase, and it should be remembered that the medium was not available in many of the cities used for testing.

Highly significant, your editors believe, is the increase in point-of-purchase mentions from one-seventh of the total to one-fifth.

The great majority of respondents (9 out of 10) said that results of this most recent test campaign had been checked, or would be, but only slightly more than half said that results had been checked against control cities both before and after.

More than half the respondents called this "most recent" test successful and worth-while. About one out of 10 was "not too successful." In a few cases client and agency didn't

FREE!

MARKET STUDY METROPOLITAN OAKLAND (CALIFORNIA) AREA

—one of the richest and most rapidly growing markets in the entire United States.



Look at these figures:

POPULATION* 1,138,500
BUYING POWER* \$2,011,145,000
RETAIL SALES* \$1,277,677,000

* Source: Copr. 1953, Sales Management Survey of Buying Power; further reproduction not licensed.

Get your share of sales in this fast growing market.

Write today for your free copy of
METROPOLITAN OAKLAND MARKET STUDY

CALIFORNIA OUTDOOR ADVERTISING CO.
OUTDOOR POSTERS • PAINTED BULLETINS
32nd & Louise Streets, Oakland 8, California

SELL Tucson
and get your share
of \$200,000,000 a year

"The Tucson (Arizona) Metropolitan County Area (population 172,800), is the Nation's 110th retail market • 99th in general merchandise • 70th in drug store sales • 53rd in building materials; income and sales per family above national average." SALES MANAGEMENT

KVOA

Tucson's Salesmaking Stations

KVOA-radio (NBC since 1939)

KVOA-TV Channel 4 (NBC and ABC)

nat'l. rep.: PAUL H. RAYMER COMPANY

SALES MANAGEMENT

Put more power
in your sales picture
with the
Oregon Market's
first newspaper...

the Oregonian

FIRST in Retail Advertising
General Advertising
Total Advertising



FIRST in Retail Advertising

...with a million-line gain over the first 8 months
of 1952 (*twice* that of the second paper).

The Oregonian's 8-month lead is almost 600,000 lines!

FIRST in General Advertising ...with a 34% gain for the first
8 months. No other Portland newspaper shows a gain for the period!

FIRST in Total Advertising ...with an 8-month gain of 2½-million
lines...*twice* that of the second paper! The Oregonian leads by 3½-million lines!

BE THE LEADER IN SALES...USE THE LEADER IN ADVERTISING

the Oregonian PORTLAND, OREGON

Largest Circulation in the Pacific Northwest

229,004 Daily,
289,542 Sunday

Represented Nationally
by Moloney, Regan
& Schmitt, Inc.

*you're
talking
to me!..*



*"Like most women
in Roanoke,
I'm a good shopper.
That means I buy a lot,
And I buy carefully."*

*"These days, when you shop
for a growing family
you have to watch even
the most comfortable budget."*

*"That's why I read
the food ads.
They help me get the most —
and the best —
for my money."*

*Roanoke is a market area of good
shoppers. They are solid,
middle-income families, mostly
home-owners . . . well-qualified
to represent the tastes and
buying power of good shoppers
throughout the United States.
That's just one reason why
Roanoke is the ideal place to
test your national advertising.*

The test of a good test market . . . Is it compact?
Is it geographically isolated? Is it industrially
diversified? Roanoke is all these and more, as



you will see for yourself
when you read your FREE
copy of the new prize-
winning 36-page book,
"Portrait Of A News-
paper Market." Write
Sawyer, Ferguson, Walker
Co., 60 East 42 Street,
New York 17, or

ROANOKE
TIMES AND WORLD NEWS
ROANOKE • VIRGINIA
Sawyer, Ferguson, Walker Co.
National Representatives

agree on the conclusions to be drawn. One manufacturer found that summer advertising could be made to pay; prior to the test he took a summer vacation.

Some specific comments:

"Tests showed conclusively that for our situation newspaper ads much better than TV . . . for next season TV has been dropped."

—A New England manufacturer of rubber footwear—testing effectiveness of TV and newspapers for local advertising.

"Effectiveness of newspaper advertising clearly established; sales increased at both retail and consumer level; basic advertising idea of test to be extended on national basis."

—New York advertising agency testing a new marketing approach in a new media for a jewelry manufacturer.

"We were encouraged to add new media with resultant increase in sales."

—Upstate New York agency testing effectiveness of various media for a food product.

"We found what we wanted to know—wrapper A was preferred by 60% of consumers."

—Midwest converter of flexible packaging materials testing sales effectiveness of two bread wrappers.

"Product in new form added to over-all business accruing to brand and it was decided to go 'national'."

—New York agency testing an established drug product.

"We discovered size of ads, type of copy, location which drew best. Also effect that repetition of ads had on result."

—Midwest manufacturer of recreation and school equipment testing copy effectiveness.

"As a result of tests on product acceptance, further tests are in progress in same areas on packaging and pricing."

—Manufacturer of food store product in a new (for them) market in upstate New York.

"Results were good. Decided to broaden distribution and market over wide area."

—Agency testing household product, upstate N.Y.

"Proved that media which could sell product by mail order were not as efficient as selling at retail."

—New York advertising agency testing a drug product.

*When planning an
ADVERTISING schedule
for OKLAHOMA,
remember . . .*

WKY

**-third oldest
radio station
in the nation
serves more
Oklahoma homes
from its state
capitol . . .**

**-covers more
Oklahoma buying
power from
its largest
city . . .**

**than any other
station!**

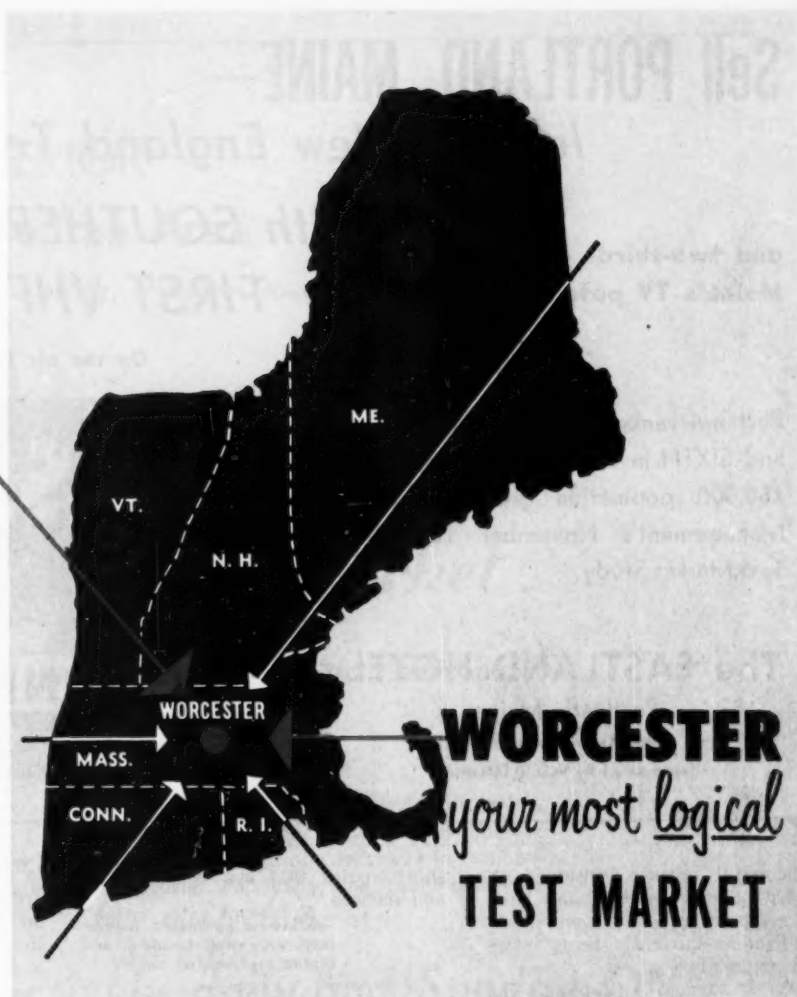
Sources: Nielsen and
Sales Management

WKY RADIO
OKLAHOMA CITY
930 KC • NBC
Represented by THE KATZ AGENCY

SALES MANAGEMENT

Right in the
Center of
**NEW
ENGLAND**

... now
**3 times more
popular as a
test market
region**



Your test campaigns can be made and checked quickly, effectively and economically when you conduct them in WORCESTER — the "Crossroads of New England". By far the most representative of the region, Worcester's well-balanced population enjoys substantial and stable industrial and agri-

cultural income — and the advantages of being a sizable distribution center.

Coverage of this compact market is easily and intensively accomplished by using the Worcester Telegram-Gazette. We welcome your request for full test market data on Worcester.

Worcester Telegram-Gazette Circulation: Daily 154,490; Sunday 104,308



WORCESTER, MASSACHUSETTS
George F. Booth, Publisher
MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

Sell PORTLAND, MAINE—

leading New England Test Market—

with SOUTHERN MAINE'S FIRST VHF STATION!

and two-thirds of
Maine's TV potential

On the air in December

Portland ranks FIRST in New England and SIXTH in U. S. cities of 75,000 to 150,000 population group, in Sales Management's November 10, 1953 Test Market Study.

The EASTLAND HOTEL

Portland, Maine

NBC Television Affiliate

Represented by WEED Television



"Successful because consumer acceptance of new product and store audit competitive results were favorable. Product currently being introduced nationally."

—Middle Atlantic soap and toiletries manufacturer measuring consumer acceptance of new drug product.

"Control photos have repeatedly been among top 10 selections."

—Camera company, upstate New York.

"Very successful . . . Slogan found to use in campaign; device to win product placement for salesmen found; found product had wider consumer acceptance than had been imagined; question of whether or not to play up company name in campaigns was answered."

—Agency testing product acceptance, copy and media effectiveness for a beer company.

"The test predicted that consumers would be receptive to new item."

—Midwest manufacturer of a liquid furniture polish.

"Succeeded in showing up some

shortcomings that can be corrected and retested."

—Midwest packaging manufacturer testing consumer acceptance of waxed paper.

"Significant gains in principal measurements—advertising awareness and penetration, brand name registration, remembrance of ad message, last purchase, etc."

—Chicago branch of N.Y. agency testing effectiveness of TV for a grocery product.

"Test was a huge success. Consumer acceptance was greater than anticipated in the highly competitive food industry."

—General Mills, Minnesota, re: introduction of a new food product.

"Based on success of this test study client has decided to open up entire regional distribution."

—Agency for manufacturer introducing two new food products in New England area.

How Much Should Be Spent for Testing?

"Do you think media expenditures

in a test city should be in the same proportion per capita as advertising on a national scale would be, or should more, or less, money be spent in test cities?"

The answers:

Same amount per capita 56%

More per capita 33%

"Would depend," etc. 11%

The great majority of those who believe that the amount per capita should be the same said, "Results should be projectible, or why test?" Some feel that per capita is not the best way of equalizing expenditures as, for example, a maker of an automobile accessory, while another points out, "if you are testing an *idea*, per capita cost is not so important as penetration, or *acceptability* of the idea or plan."

Some of the people who answered "More should be spent per capita in test cities" advanced these reasons.

"More—because not as much value for media money when spent on a local basis."

—Chicago agency.

DULUTH-SUPERIOR

Metropolitan Area

St. Louis County, Minn. — Douglas County, Wis.

The Nation's 75th Sales Market

**contains 75,578* Households and 253,762* persons
who spend \$257,142,000** annually**

Already a great stimulation caused by Northern Minnesota's TACONITE INDUSTRY . . . one of the nation's most gigantic industrial developments . . . is showing large increases in employment, population and business. This expanding, progressive two and a half million dollar sales market is . . .

Covered effectively daily and Sunday ONLY
by the

DULUTH HERALD Duluth News-Tribune

Ridder-Johns, Inc.,
General
Advertising
Representatives

- New York
- Chicago
- Detroit
- St. Paul
- Minneapolis
- Los Angeles
- San Francisco

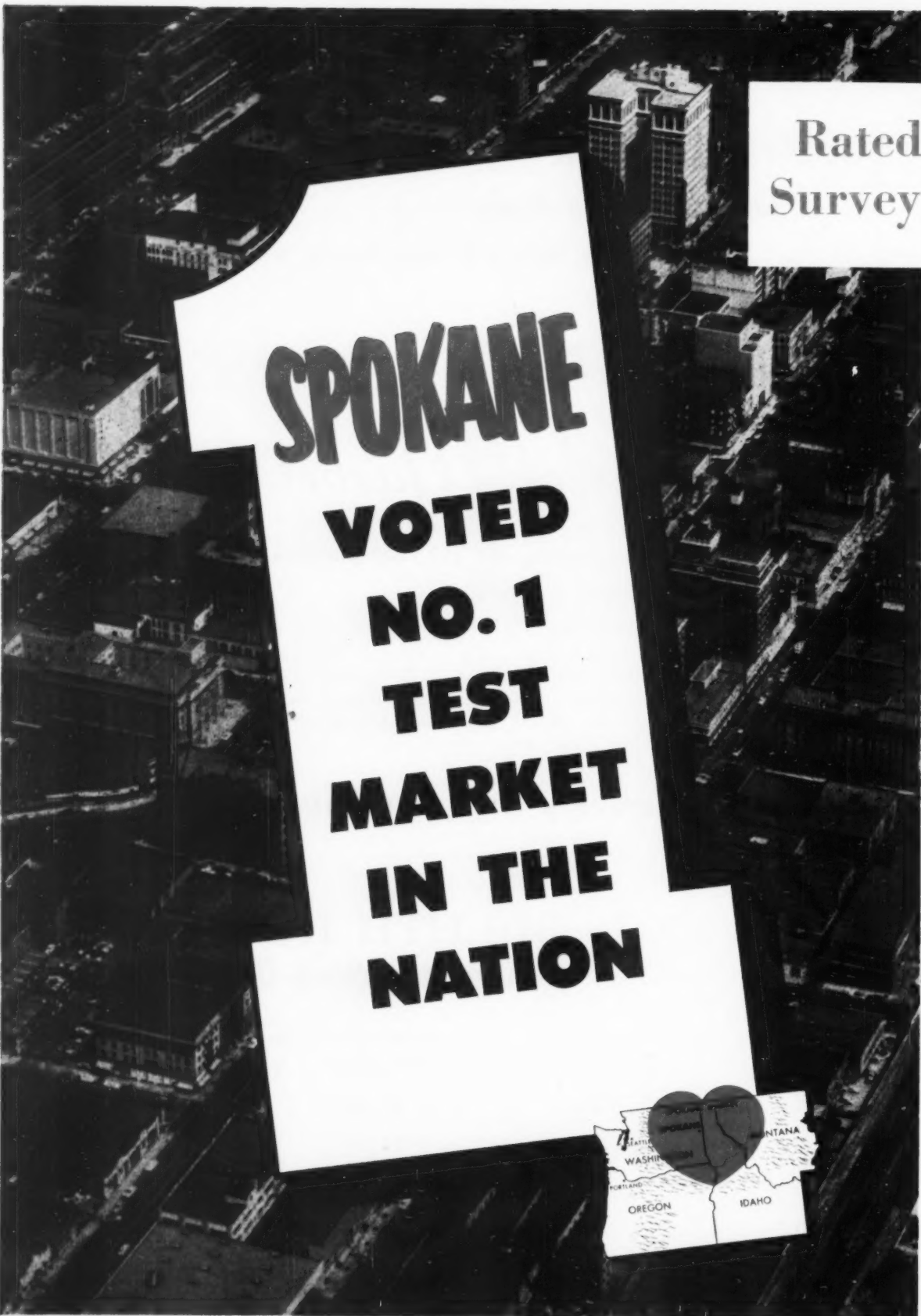
	Duluth-Superior Metropolitan Area***	Per Cent of Family Coverage	Total Circulation***
Daily -----	59,686	79%	80,112
Sunday -----	51,655	69%	68,298

No other daily newspaper offers EFFECTIVE
COVERAGE of this area.

*1950 U. S. Census of Population

**SRDS Consumer Markets, 1952-53

***A.B.C. (Period ending March 31, 195)

An aerial photograph of a city, likely Spokane, serves as the background. A large, white, torn-edge sign is placed over the center of the image. The sign contains the text 'SPOKANE VOTED NO. 1 TEST MARKET IN THE NATION'. In the top right corner, there is a white rectangular box with the text 'Rated Survey'. In the bottom right corner, there is a small map of the Pacific Northwest region, showing parts of Washington, Oregon, and Idaho, with a heart shape highlighting the Spokane area.

Rated
Survey

SPOKANE
VOTED
NO. 1
TEST
MARKET
IN THE
NATION



No. 1 Test City in Sales Management's of Advertisers and Manufacturers

Advertising and manufacturing executives—respondents to Sales Management's test market survey (November 10 issue) based on an actual grocery item—gave Spokane the largest number of votes as best for testing.

There are sound, basic reasons for this selection.

This is a market with an exceptionally favorable combination of desirable test factors—the perfect proving ground for new products, new packaging or copy. Briefly:

ISOLATED FROM OTHER MARKETS

The Spokane Market is a region unto itself. Giant mountain ranges border it on all sides. Spokane is 300 miles or more from cities of equal size. Test results aren't affected by sales efforts elsewhere.

AMPLE DISTRIBUTION FACILITIES

More than 10,800 retail outlets serve the Spokane Market. Over 2000 retail stores in Metropolitan Spokane. Nearly all major chains, wholesalers have headquarters in Spokane.

FAVORABLE TEST MARKET SIZE

In addition to receiving the most votes of all test market cities mentioned, Spokane was the leader in the preferred medium-sized metropolitan market group—150,000-250,000 population. Sales may be checked since Spokane is an "Inventory Control City."

DIVERSIFIED INDUSTRIES AND AGRICULTURE

Spokane Market has a stable, year 'round income from many industries. Lumbering, mining, manufacturing and farming provide diversity and stability. Residents live in communities of varied kinds and sizes.

TYPICAL POPULATION MAKE-UP

The over a million residents of the Spokane Market comprise a diversified population group—Metropolitan (Spokane) 16.68%; Urban (excluding Spokane) 34.44%; Rural Non-Farm 30.81% and Rural Farm 18.07%.

EASILY AND ECONOMICALLY COVERED

Spokane's two great newspapers provide outstanding coverage of Spokane and the surrounding trade area. Together these newspapers provide unusual facilities for assisting the tester, including strong merchandising staffs.

checking on results where the tests
In testing this waffle product, w
mend, and why?

Rank	City	Votes
1	Spokane, Wash.	39
2	Portland, Ore.	36
3	Sacramento, Cal.	32
4	Atlanta, Ga.	29
5	Hartford, Conn.	27
6	Fort Wayne, Ind.	26
7	Syracuse, N. Y.	25
8	Columbus, O.	24
9	Fresno, Calif.	23

But check the results of Sales Management's test market survey requirements and you'll agree on testing where the test is best—in Spokane!

Get the Test FACTS from
CRESMER and WOODWARD, INC.
New York, Chicago, Detroit, Los Angeles, San Francisco, Atlanta

THE SPOKESMAN-REVIEW
MORNING SUNDAY
Spokane Daily Chronicle
EVENING
SPOKANE, WASHINGTON

Combined Daily
CIRCULATION
Now Over
160,000
81.84% UN-duplicated



'Much of Our Volume Comes From the Tacoma Area

... and cannot be had through sales promotions in Seattle alone"

—says William C. Rast,
Northwest District Manager
HIRAM WALKER INCORPORATED

In discussing the Tacoma market as it relates to Hiram Walker's marketing problems, Mr. Rast has this to say, "Our sales figures show that the Tacoma area is responsible for a large share of our total volume in the Pacific Northwest. We have never treated the Tacoma market as part of the Seattle trading zone. Tacoma's population, with its tributary population, is 395,082, and no part of this population is within the Seattle trading area. Therefore, in our advertising plans, we budget a generous percentage to Seattle and Tacoma . . . never Seattle alone."

NEWS-TRIBUNE CONSISTENTLY IN THE "FIRST FIFTY" LIST

Advertisers recognize the impact of the Tacoma News Tribune, according to the lineage reports of MEDIA RECORDS. For the first six months of 1953, the Tribune ranked high among Canadian and United States evening newspapers. It is one of 7 evening newspapers on the Pacific Coast, and one of two in the Pacific Northwest which appear consistently in the "First Fifty" list. Get complete story from Sawyer, Ferguson, Walker Co.

**Tacoma
News Tribune**

"More—to counteract the time period of the test by increasing impact."

—Midwest cosmetics manufacturer.

"More—new product needs greater initial push."

—Midwest manufacturer of canned food products.

"More—effects must be known quickly."

—West Coast agency.

"More—advertising to selling ratios should be higher in test markets; they will even out in national campaign."

—Chicago manufacturer of waxes and polishes.

"More—there is a danger of under-spending."

—Chicago agency.

"More—to give the test every benefit as money spent per capita nationally may be too low."

—New York advertising agency.

"More—must overcome inertia in a brief period of time."

—Chicago agency.

Assorted comments mentioned "more now, less nationally"; "more—if you want to get best results"; "more—to see what might be expected from maximum cultivation."

A soap and toiletries manufacturer in the East who answered "neither" to the question explained: "No relation dollarwise, but Test Town media schedules should be based on proposed national schedule as far as possible, irrespective of relationship of test market media dollars to cost of national media campaign."

How to Test a Frozen Food Product

In previous test market surveys, respondents were asked to recommend cities for a hypothetical 25-cent item. This year an actual product was described—a problem submitted by subscriber Leon Rothberg, then Merchandising Manager, The Waffle Corp. of America, and was described to respondents as follows:

"A manufacturer of frozen waffles has achieved national distribution, but sales are limited by the low degree of consumer education. Too many housewives don't know what a frozen waffle is, how to prepare it, or that no waffle iron is needed. . . The company has set aside \$50,000 for testing a master plan for product education in 8 or more cities which would be truly representative of the national mar-

The
Sunday
Courier-Express
is the Largest
Newspaper
in
New York State
outside
of
Manhattan

293,553
ABC Circulation
blanketing the
rich 8-county
Western New York
Market

ROP Full Color available
both Daily & Sunday

**BUFFALO
COURIER
EXPRESS**

Western New York's
Only Morning and Sunday Newspaper
REPRESENTATIVES:
SCOLARO, MEEKER & SCOTT

SALES MANAGEMENT

ket, geographically, city size groups, etc.

"The product is sold by the maker to brokers, who in turn sell to distributors, chains and retail food stores. The product retails at around 20 cents per package of 6 waffles. The locations of the advertiser and the agency are immaterial because the client is prepared to assume costs of supervising and the checking on results where the tests may be made.

"In testing this waffle product, what cities would you recommend?"

Mr. Rothberg did not indicate the amount of money which his company might invest, or the number of cities in which they might make tests. SM editors took the responsibility of adding these details.

Not all respondents accepted the problem as stated. Richard Crisp, Director of Market Research, Tatham Laird, Inc., commented:

"I think there's a hole in your waffle illustration, of which you should be aware. The \$50,000 you mention having set aside . . . does that include research and promotion, or just promotion?"

What Research Costs

"Research on a soundly executed test-market activity often far exceeds the cost of the media, etc.

"It isn't unusual for an advertiser to use in a test a 'before, after and follow-up' consumer study, each of which could easily cost \$6,000-\$12,000 in two or three markets, which would put one helluva hole in your \$50,000.

"I think your article might well emphasize the high cost of a market test, and (soundly) advise those to whom that cost would be too much of a burden to by-pass the test in favor of a market-by-market introduction, which is *not* a test, although it is perhaps in the nature of a dress rehearsal.

"I am prevented from giving you answers you want for your waffle case because:

(a) I believe firmly that the most important single mistake in test-market operations is picking markets which are too small and too few in number to provide a good indication of the reaction of major metro markets; and

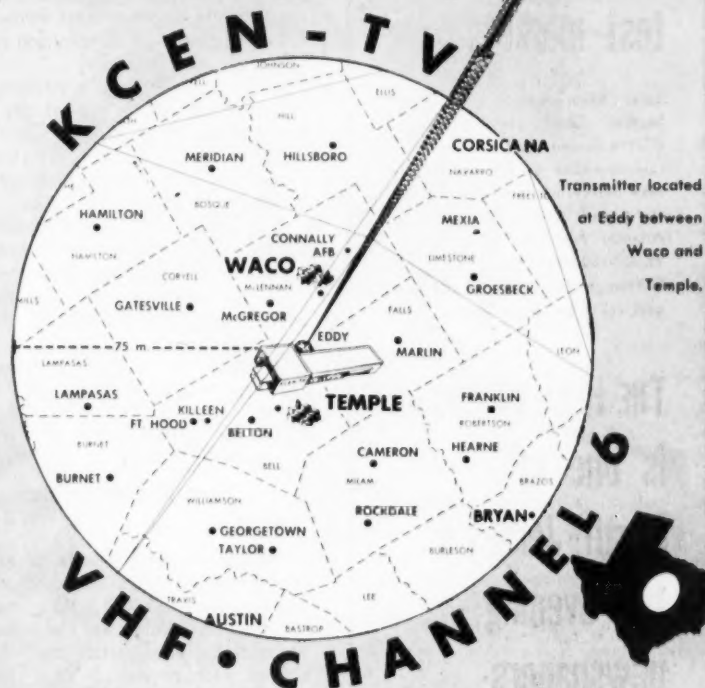
(b) You can't test in 8 such markets (or even in 3) for \$50,000!"

Even more outspoken was Alden Grimes, Research Director of Campbell-Mithun, Inc. He says his depart-

HERE IS THE **NEW** TEXAS MARKET!

The rich Central Texas market delivered complete by KCEN-TV . . .

ONE order + ONE medium = ONE COMPLETE package



Heretofore coverage of Central Texas has been possible only by the use of a combination of several kinds of media. Now . . . this great audience of more than 750,000 people, with an annual payroll of nearly \$900,000,000.00, can be blanketed by the most powerful television station in the Southwest.

KCEN-TV starts with the highest antenna, 833 feet, and with maximum power, 100,000 watts . . . and is the only VERY High Frequency television in this area.

K-CENTralize your advertising dollars if you want to sell the market they buy.

KCEN—

NBC Interconnected



Channel **6**
TEMPLE
TEXAS

owned and operated by the Bell Publishing Company
represented by George P. Hollingbery, national representative
Clyde Melville Co., Texas representative

Passaic-Clifton is one of New Jersey's top three test markets

Sales Management's 1953 Test Market Study ranks Passaic-Clifton among the top three cities recommended as test markets in New Jersey. Ranked second in the state and sixth in the Middle Atlantic Area for cities in the 75,000-150,000 class, Passaic-Clifton received 22% of all votes cast for New Jersey cities.

THE HERALD-NEWS is one of North Jersey's top evening newspapers

You can reach 80% of all Passaic-Clifton homes with only one newspaper. The Herald-News of Passaic-Clifton . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties, 58,726 ABC.

With top recommendation as a test market and top circulation in Bergen and Passaic Counties, The Herald-News provides national advertisers North Jersey's outstanding opportunity for new sales and greater sales.

THE HERALD-NEWS of Passaic-Clifton, N. J.

New York General Advertising Office
45 West 45th Street, New York 36

JAMES J. TODD, Manager

ment would reject any request so stated, if it came from one of its clients, because "This client is either concealing essential facts or lacking good sales management. In either case, it should be a red flag to any competent research head to call for a strategy meeting before proceeding.

"In defining the test market problem, several false assumptions are made:

1. "'National' distribution is a fiction of the ego. You can count on the fingers of two hands all the brands which *actually* have national distribution on one or more food items. No brand has national distribution in certain product categories.

"The assumption of a national distribution pattern is one of the most costly mistakes of modern sales management. It is more frequently prompted by wishful thinking than by evidence of profitable sales.

2. "The need for test markets in all regions is an assumption not substantiated by the facts presented.

"Good research begins with the examination of *existing* sales and research data.

"Where are the client's and its competitors' sales currently being made? In what geographical areas? Markets? City-size groups?

Your Key Questions

"What consumer patterns are already evident? Are stores in above-average income areas selling most of the product? What are the influences of income, family size, etc.? Is the size of package right? Is price competitive and acceptable? Is ownership of a home freezer or a new refrigerator with freezer space a buying influence?

"A test market selected prior to study of such related data may prove to be an expensive, academic selection.

3. "Because brokers are used, we are asked to assume that comparable distribution exists in all test markets which we might select. This doesn't necessarily follow.

"Any manufacturer can show sales records where a strong broker in a secondary market is regularly outselling an average broker in a substantially bigger market.

"With 3½% of the nation's grocery stores doing almost 40% of annual dollar sales, the lack of distribution in major outlets in a town may disqualify it for selection as a test market.

"In short, test market selection can be made only after facts are available on the distribution which exists

or can be accomplished prior to testing.

4. "The location of existing plant facilities can *never* be assumed to be 'immaterial.'

"Freight and handling costs are one of the most serious profit problems facing management today. These costs become even more important in the case of a product which requires refrigeration.

"To be competitive, one of our clients must sell a canned grocery product at a nationally uniform price. Shipping costs are 8c greater per unit on the Pacific Coast than on the East Coast—store-delivered. Plant location is pretty important in determining profit and expenditures which can be made to sell each unit.

Really "National" Distribution?

"Another client elected to abandon his 'national' distribution pattern when it found that sales were actually concentrated in *nine* states; that selling costs were so high that the products were being sold *at a loss* in almost half his distribution area.

"A third client wanted to concentrate promotion in Market 'A.' When shown he could increase profit 3% by freight saving to Market 'B,' he switched.

5. "It is incorrect to assume that the 'typical' test city for one product or brand is the best test market for another product or brand.

"Show me the man who selects test cities on the basis of typicality of *general* characteristics and I'll show you a man whose research had better be checked.

"The 'typical' market like the 'average' consumer is a *statistical convenience*. Too frequently we forget that it exists only on paper. A market *cannot* be typical in all respects, even fleetingly, in view of the dynamic marketing forces which exist today.

"In short, the 'test market' concept is better in theory than in practice. Too many variables exist which cannot be properly controlled or evaluated. Errors are more frequently compounded than reduced when results from a number of test markets are compared with one another. The use of a 'control' market is one of the greatest pseudo-scientific deceptions practiced.

"The marketing man who studies reactions in test markets might be likened to a chemist who examines reactions in a bathtub instead of a test tube—he can't watch the process closely enough to know what produces the end result.

SOMETHING MISSING...



LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

To bag all the sales you should in California, make sure your newspaper schedule gives you coverage of the rich *inland* area — the Billion Dollar Valley of the Bees. This region has more buying power than San Francisco and Oakland combined. And its favorite newspapers are the . . .

Mc CLATCHY NEWSPAPERS



THE SACRAMENTO BEE • THE FRESNO BEE • THE MODESTO BEE

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

A FACT

ABOUT THE FORT WORTH
TRADING AREA *you* SHOULD
KNOW!

POPULATION OF THE FORT WORTH AND WEST TEXAS TRADING AREA (1,928,700)

SERVED BY THE FORT WORTH STAR-TELEGRAM

EXCEEDS

THAT OF 18 DIFFERENT STATES!*

Arizona	New Hampshire
Arkansas	New Mexico
Colorado	North Dakota
Delaware	Oregon
Idaho	Rhode Island
Maine	South Dakota
Montana	Utah
Nebraska	Vermont
Nevada	Wyoming



FORT WORTH
"Where the
West Begins"

*SOURCE: 1953 SALES MANAGEMENT
SURVEY OF BUYING POWER

FORT WORTH IS THE GATEWAY TO THE RICH WEST TEXAS MARKET!

THE FORT WORTH STAR-TELEGRAM
Circulation Story
TOTAL NET PAID DAILY
MORNING AND EVENING
242,542
SUNDAY
223,444
AS OF MARCH 31, 1953, A.B.C. REPORT

The West Texas market stretches for more than 300 miles to the West and more than 100 miles to the North and South of Fort Worth. Within its boundaries are cities that range in size from a few hundred population to over 400,000. It is one of the nation's busiest markets.

Into this market of 1,928,700 people Texas' largest newspaper is delivered with such merchandisable home coverage that your selling story is bound to be **seen and read**. The Fort Worth Star-Telegram reaches 95% of all Fort Worth metropolitan homes daily and 86% of all Fort Worth metropolitan homes Sunday. (Metropolitan population, 408,100.)

The Star-Telegram has many times **proved** its ability to **produce** for the advertiser the results he desires from newspaper advertising. The Star-Telegram stands ready and eager to serve you!

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher
AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

WITHOUT the Use of Contests, Schemes or Premiums — "Just a Good Newspaper"

"Our experience indicates that the test market procedure as it has been practiced is archaic. The trend is toward the use of more confined 'shopping-center area' samples which permit closer observation and evaluation of the factors influencing sales. Even in these smaller universes, we still have difficulty in assigning values to such variables as distribution, package shelf-fronts and position, exposure to competitive promotion, etc. We eliminate many variables, however, and are in a much better position to control others. Accuracy, projectability, time and cost factors commend the method over previous procedures."

SM editors agree with subscribers Crisp and Grimes that the problem *was* over-simplified, but in rebuttal point out that in a mail questionnaire there has to be a limit to the description that can be given of a problem, and that it is impossible to anticipate every question which might be asked. Their comments are particularly welcome because they sum up so many of the problems inherent in any test campaign.

Other respondents may have been bothered by certain aspects of the waffle question, but nevertheless did their level best to supply the answers requested.

Most Important Factors in Choosing Test Cities

Before recommending specific cities, respondents were asked to consider the factors which are important—to rank 10 of them on a basis of being very important—fairly important—not so important—and to write in and evaluate others which they consider important to a degree.

On a weighted basis (5-3-1) the factors are rated:

Typicality of distributive outlets	70
Relative isolation and independence	62
Typical of medium-size metro markets	57
Typical of large metro markets	56
Good mixture of industry, commerce, farming	53
Good ad coverage at reasonable rates	50
Average as to income per capita	48
Good year-'round stability...	48
Typicality of media cooperation	42
Typical of smaller markets with rural and farm draw.	37

The first two factors show no

SALES MANAGEMENT.

The Toledo Blade and Times are willing—
and anxious—to help solve test campaign problems with
almost any special service that may be necessary.
That is because we have faith in newspaper advertising
and feel the test campaign is one of the best ways to demonstrate
what newspapers can do that other media simply can't match. That's why
we suggest, first, that you try testing our sincerity and, second, that you ...

TRY TESTING IN TOLEDO!



An important offer needs a man-size coupon

TOLEDO BLADE • Toledo 4, Ohio

Please tell me some more about Toledo's all-around excellence as a test market.
I'm particularly interested in the qualities that I have checked.

- ☐ 1 A favorable location, with good transportation
- ☐ 2 Relative isolation from other cities
- ☐ 3 A self-contained, self-sufficient economy—but with compact boundaries for selling efficiency and for frequent checks
- ☐ 4 A population that is diversified, well balanced and representative
- ☐ 5 Buying power that can be depended upon
- ☐ 6 Distribution channels that are suitable and sufficient
- ☐ 7 Possessing an advertising medium that covers the market thoroughly at a reasonable cost, that will cooperate enthusiastically in a test, and that has the means to provide both quick and accurate sales checks
- ☐ 8 Previous good record as a test city

Name _____

Address _____



*mailing this
coupon may be
the most
significant
thing you do
today*

BUSINESS REPLY CARD

No Postage Stamp Necessary If Mailed in the United States

POSTAGE WILL BE PAID BY

TOLEDO BLADE

**TOLEDO 4
OHIO**

Sec. 34.9, P. L. & R.
U. S. POSTAGE
PAID
TOLEDO, OHIO
Permit No. 57

**VIA
AIR MAIL**

IT TAKES ILLINOIS'
**2nd LARGEST
EVENING
NEWSPAPER**
(Chicago excluded)
**The DAILY
PANTAGRAPH**



to Deliver
BLOOMINGTON

A Standard
Metropolitan County Area*

Illinois' 6th largest market outside Chicago is now more important to your schedule than ever. For the first time, S.M.'s Survey of Buying Power designates the rich Bloomington market as a Standard Metropolitan County Area.* Sell this great potential with the only media offering complete coverage!

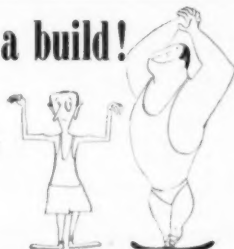
* Copyright 1953—Sales Management "Survey of Buying Power"

**The
Pantagraph**
BLOOMINGTON, ILLINOIS
Central Illinois Home Newspaper Since 1846

Represented by Gilman, Nicoll & Ruthman

What a build!

No
scrawny
hamlet
now,
the



ONTARIO-UPLAND, CALIF.

community has built up into a strong industrial center with Lockheed, Douglas, Northrop, General Electric and nearby Kaiser Steel. Food sales in '52 hit \$12,883,000.

Served by an aggressive paper which in '52 ran

MORE LINES

of retail display advertising than any other daily under 12,000 circulation in the 11 Western States—

THE DAILY REPORT

ONTARIO-UPLAND, CALIFORNIA

Represented by West-Holliday Company, Inc.

change in rank or relative importance from a similar question in the 1950 test market survey. Media co-operation received fewer mentions than in the past. Among 1953 respondents, one-half scored it as "fairly important," one-third as "not so important."

Among the write-ins were such factors as:

- Growth markets.
- Geographic sample.
- Ethnic composition.
- Wealth of sociological data.
- Availability of store audits.
- Good transportation facilities.
- Possibility of clearly segregating sales.
- Newspaper audits.
- Average level of business activity.

Average in retail sales per capita or per family.

A vice-president of one of the top three agencies in dollar billing points out an interesting reason *medium-size* markets are most often selected for testing. Speaking of the waffle prob-

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lem he writes: "Most test-market activities are not broad enough to permit inclusion of all three types of markets on a truly representative basis. Fifty thousand dollars does not seem adequate for a test in as many as eight markets if *any* large metropolitan markets are to be included. *Large* metropolitan markets are often unnecessarily expensive for testing purposes, while satisfactory testing facilities may be absent in *small* markets. A frequent (and reasonably satisfactory) compromise for testing purposes is the use of a cross-section of *medium-size* markets."

E. C. Stover, Jr., Director of Marketing and Research, the Chas. Dallas Reach Co., Inc., makes his preliminary choices from the SM Survey of Buying Power, with particular study of Effective Buying Income per family, and the quality index. He points out that such figures for the cities he selected may seem high as compared

KTBC-TV

"FIRST WITH THE FINEST"

in

AUSTIN

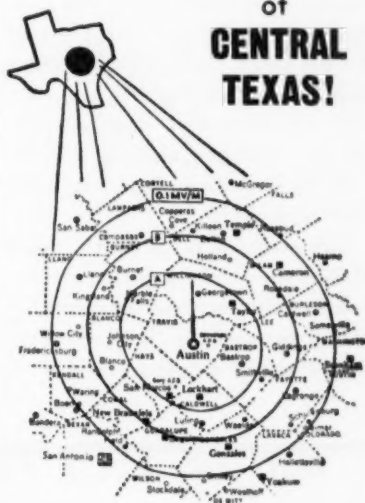
5th City in Texas

and

RIGHT in the HEART

of

**CENTRAL
TEXAS!**



NOW ENTERING

2nd Year of Operation

with **ALL 4 NETWORKS**

and . . .

Outstanding Local Programming

Paul Bolton, News

Cactus Pryor, Comedy

Katie Jensen, Cooking

"Uncle Jay", Children

Harry Voelker, Sports

Set Count, October, 1953: 46,355

1952 Retail Sales: \$506,960,000.00

KTBC-TV

CHANNEL 7

Represented Nationally By
The O. L. Taylor Company

★ THE ALL-TIME WINNER ★

• as test market • as test station

Hartford has been the leading test market in the country for the past 20 years. Now it is in 5th position for the U.S.A. and 1st in New England. Put it all together and you have an unequalled championship record. Even the Yankees haven't won the pennant for that many consecutive years!

This constant use of the Hartford Market shows how well it meets the many requirements of the men who plan test campaigns. Not the least of these requirements is the need for a

radio station like WDRC that delivers the entire market at an attractive rate. As Connecticut's Pioneer Broadcaster (AM since 1922 and FM since 1939), WDRC has played



Basic CBS. Represented by Raymer

a leading role in the Hartford Test Market story.

WDRC will be glad to tell you about the many advertisers who have tested products in Hartford on this station, and also bring you up-to-date on market information. When you plan your next test campaign, be sure to find out about WDRC's new low-cost Sundial plan for saturation advertising.

Write William F. Malo, Commercial Manager
Station WDRC, Hartford 3, Connecticut

with state and national averages, "but urban and especially big-city incomes *should* run higher than average to be typical." Stover's recommendations, with the data he selected from the *Survey of Buying Power*.

Effective Buying Quality of Market Index				
Income per family	City	State	Region	
Hartford, Conn.	\$7680	155	123	106
Easton, Pa.	5845	141	103	110
Philadelphia, Pa.	5938	112	103	110
Birmingham, Ala.	5005	109	72	72
Elizabeth City, N. C.	3526	106	76	84
Toledo, O.	6574	129	108	108
Cedar Falls, Ia.	5123	98	101	99
Kansas City, Mo.	5494	137	97	99
Portland, Ore.	5858	140	107	113
Napa, Cal.	5419	149	114	113
U.S.A.	5086	—	—	—

The editors of SM believe that Stover is on solid ground when he uses *both* income per family and the quality index. The latter is the end result of a weighting of income, retail sales and population. Some cities are high in income, low in retail sales; others, while not particularly high in total income or per family income, are nevertheless important trading centers for a wide surrounding territory. Elizabeth City, N. C.,

for example (table this page) is low in income per family but it is highly important as a place where goods are purchased, and this sends its quality index well above the state and region. The reverse is true in Cedar Falls, Ia., where much trade is diverted to Waterloo.

Why Specific Cities Are Good

Respondents were then asked to recommend cities in four broad geographic regions for the frozen waffle test, and to indicate strong and weak factors (see list and ratings, page 136) for each city.

The ratings for specific cities differ somewhat from the broad, general question on which factors are most important (strong). Omitting typicality of size, factors were rated:

	General Question	Specific Cities
Typicality of distributive outlets	1	2
Relative isolation and independence	2	1
Good mixture of industry, com-		

merce, farming.	3	6
Good ad coverage at reasonable rates	4	4
Average as to income per capita.	5	3
Good year-'round stability.	6	7
Typicality of media cooperation.	7	5

Most frequently indicated as the weak factors among cities recommended for the waffle test were in order:

- Average as to income per capita.
- Good mixture as to industry, commerce, farming.
- Relative isolation and independence.
- Good year-'round stability.
- Typicality of distributive outlets.
- Typicality of media cooperation.
- Good ad coverage at reasonable rates.

The 131 respondents mentioned 227 cities for the waffle test:
20 or more mentions 16 cities
10 or more mentions 53 cities
5 or more mentions 94 cities
1 to 4 mentions 133 cities
Space will not permit the printing

of the strong and weak factors for individual cities, but for the five cities receiving the most mentions, the most frequently assigned strong factors were, in order:

Spokane: relative isolation and independence; typical medium-size metro market; good mixture of industry, commerce and farming.

Portland, Ore.: relative isolation and independence; good mixture as to industry, commerce, farming; average as to income per capita; good year-round stability.

Sacramento: relative isolation and independence; average as to income per capita; good mixture as to industry, commerce and farming; typicality of distributive outlets (tied with); typical of medium-size metro market.

Atlanta: relative isolation and independence; typical of large metro market (tied with); typicality of distributive outlets; good mixture as to industry, commerce, farming (tied with) good ad coverage at reasonable rates.

Hartford: relative isolation and independence; good year-round stability; typicality of distributive outlets; typical of medium-size metro market,

good mixture as to industry, commerce and farming.

So we see that the most frequently mentioned strong factor for each of the top five in total votes, is "relative isolation and independence." The most frequently mentioned weak factor was "average as to income per capita" and where labeled a weak factor it meant (in nearly every case) that the city was too far *above* average in income.

THE NATIONAL LEADERS by Population Groups

(Test cities for a 20-cent frozen food product.)

1. Cities over 500,000

Rank	City	Votes
1	Milwaukee, Wis.	22
1	San Francisco, Cal.	22
3	Dallas, Tex.	20
4	Boston, Mass.	19
4	Houston, Tex.	19
6	Philadelphia, Pa.	16
7	Baltimore, Md.	13
7	Buffalo, N. Y.	13
9	Los Angeles, Cal.	12
9	New Orleans, La.	12

11	Chicago, Ill.	11
12	Cleveland, O.	10
12	Pittsburgh, Pa.	10
14	Cincinnati, O.	9
14	Minneapolis, Minn.	9
14	St. Louis, Mo.	9
17	Detroit, Mich.	8
17	Washington, D. C.	8
19	New York, N. Y.	4

2. Cities 250,000 to 500,000

Rank	City	Votes
1	Portland, Ore.	36
2	Atlanta, Ga.	29
3	Columbus, O.	24
4	Indianapolis, Ind.	23
5	Seattle, Wash.	18
6	Birmingham, Ala.	15
6	Denver, Colo.	15
6	Rochester, N. Y.	15
6	Toledo, O.	15
10	Memphis, Tenn.	13
11	Kansas City, Mo.	11
11	San Diego, Cal.	11
13	Louisville, Ky.	10
13	Omaha, Neb.	10
15	Fort Worth, Tex.	8
15	Newark, N. J.	8
15	Oklahoma City, Okla.	8
18	San Antonio, Tex.	6
19	Dayton, O.	5
19	Miami, Fla.	5

FOR THE SECOND STRAIGHT
YEAR . . . CARRIED MORE
LOCAL GROCERY LINAGE
THAN ANY OTHER
IOWA DAILY

BLANKETS ONE OF THE
NATIONS TOP 3*
TEST MARKETS

WATERLOO DAILY COURIER



1,357,188 LINES IN 1952

June 1, 1952, through May 31, 1953, we carried a total of 346,806 lines of nationally advertised product tie-ins in 12,219 insertions . . . PROOF THAT OUR GROCERS ARE EXTREMELY COOPERATIVE. Here's also PROOF that Waterloo

and its 16-county area is one of the richest, most profitable TEST MARKETS in the Midwest — A market covered only by the Waterloo Daily and Sunday Courier. Contact our national representatives or write direct. *cities under 75,000

Waterloo Daily Courier

FIRST WITH THE NEW
WATERLOO, IOWA

Story, Briggs & Finley, National Advertising Representatives

PORTLAND, MAINE

YOUR SURE **"TEST"**



1950

1953

FOR CITIES OF ALL SIZES IN THE U. S.

Boston, Mass. 11th
Springfield, Mass. 17th
PORTLAND, ME. 75th

Boston, Mass. 18th
Springfield, Mass. 18th
PORTLAND, ME. 18th

FOR CITIES OF 75,000 TO 150,000 POPULATION IN THE U. S.

PORTLAND, ME. 22nd

PORTLAND, ME. 6th

FOR CITIES OF ALL SIZES IN NEW ENGLAND

PORTLAND, ME. 7th

PORTLAND, ME. 3rd

FOR CITIES OF 75,000 TO 150,000 POPULATION IN N. E.

PORTLAND, ME. 2nd

PORTLAND, ME.



FOR ALL CITIES IN MAINE

PORTLAND, ME.



PORTLAND, ME.



MARKET" HAVEN

Your Portland Test Market Is SURE Because:

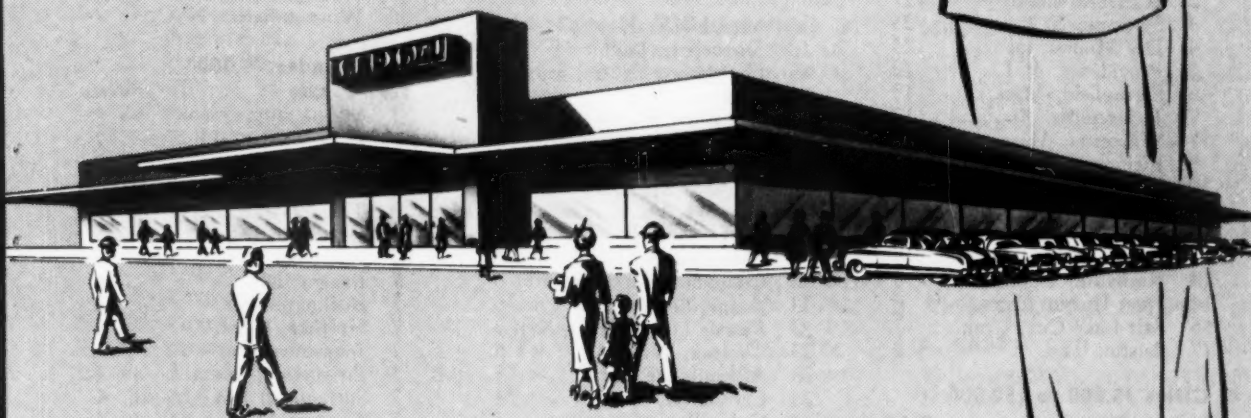
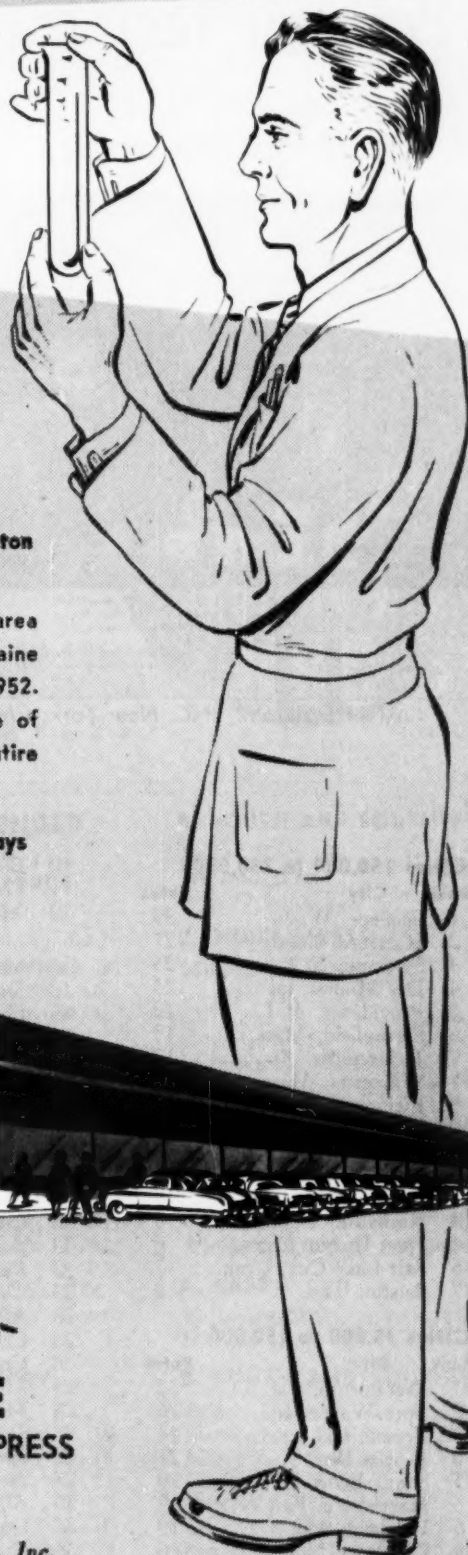
It assures — — —

- ★ The Largest Metropolitan County Area
- ★ The Largest Wholesale Center
- ★ The Largest Newspaper Circulation North of Boston

The Portland Maine Market is a nine county sales area where 63%* of all Retail Sales in the State of Maine are concentrated. \$548,382,000 Retail Sales in 1952. The Portland newspapers give you 94% coverage of the city and retail trade zone and 52% of the entire nine counties.

78,164 circulation daily **87,243** Sundays

*May 10, 1953 Survey of Buying Power.



PORTLAND, MAINE
PRESS HERALD EVENING EXPRESS
SUNDAY TELEGRAM

Represented By The Julius Mathews Special Agency, Inc.

Put your test campaign in Madison, Wis.

Here are Four
good reasons why!



Oscar Mayer Co. executives G. O. Meyer, VP of Merchandising (seated left) and W. B. Walzath, Jr., Adv. Mgr. (seated) discuss a test campaign with Madison Newspapers' Al Erickson (pointing) and Karl Eisele.

- DIVERSIFIED INCOME** gives Madison metropolitan characteristics. Not a one-income town, Madison's five-sided economy has income from: industry, agriculture, commerce, government and education.
- UN-INFLUENCED ISOLATION.** Madison is 77 miles from Milwaukee; 145 miles from Chicago; is an important wholesale and distribution point. Only the Madison Newspapers reach this Trade Area intensively.
- IT'S ECONOMICAL** to test in Madison. Over 80,000 combined daily and over 70,000 Sunday circulation give you one-medium testing with 96% coverage of the City Zone and over 70% of the ABC Trading Area. (ABC of March 31, 1953).
- ON-THE-SPOT COOPERATION** from our staff. We've won recognition from leading advertisers for the cooperation in test programs. Look for merchandising helps, trade data, plus a lively interest to help you test in Madison.

For information, write: c/o General Advertising
Department, Madison 1, Wisconsin

Madison Newspapers, Inc.

WISCONSIN STATE JOURNAL, Morning and Sunday
THE CAPITAL TIMES, Afternoon

JANN & KELLEY, INC. New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles

3. Cities 150,000 to 250,000

Rank	City	Votes
1	Spokane, Wash.	39
2	Hartford, Conn.	27
3	Syracuse, N. Y.	25
4	Des Moines, Ia.	23
5	Providence, R. I.	22
6	Springfield, Mass.	19
7	Jacksonville, Fla.	17
7	Worcester, Mass.	17
9	Richmond, Va.	15
10	Little Rock, Ark.	13
11	Wichita, Kan.	11
12	Grand Rapids, Mich.	10
13	Tulsa, Okla.	9
14	Nashville, Tenn.	8
14	New Haven, Conn.	8
16	Salt Lake City, Utah	7
17	Austin, Tex.	6

4. Cities 75,000 to 150,000

Rank	City	Votes
1	Sacramento, Cal.	32
2	Fort Wayne, Ind.	26
3	Fresno, Cal.	24
4	Peoria, Ill.	21
5	South Bend, Ind.	20
6	Harrisburg, Pa.	19
6	Portland, Me.	19
8	Charlotte, N. C.	16
8	Erie, Pa.	16

10	Binghamton, N. Y.	14
11	Phoenix, Ariz.	12
12	Madison, Wis.	10

12	Manchester, N. H.	10
12	Shreveport, La.	10
15	Greensboro, N. C.	9
15	Trenton, N. J.	9
15	Utica, N. Y.	9
18	Knoxville, Tenn.	8
18	Wilmington, Del.	8
20	Lansing, Mich.	7
20	Roanoke, Va.	7
20	Rockford, Ill.	7
23	Columbia, S. C.	6
23	Columbus, Ga.	6
23	Evansville, Ind.	6
23	Passaic (11 Clifton), N.J.	6
23	Tacoma, Wash.	6
28	Albuquerque, N. M.	5
28	Canton, O.	5
28	Cedar Rapids, Ia.	5
28	Mobile, Ala.	5
28	Montgomery, Ala.	5
28	Sioux City, Ia.	5
28	Springfield, Ill.	5
28	Stockton, Cal.	5
36	Albany, N. Y.	4
36	Duluth, Minn.	4
36	El Paso, Tex.	4
36	Paterson, N. J.	4

36	Reading, Pa.	4
36	Savannah, Ga.	4
36	Waco, Tex.	4
36	Wichita Falls, Tex.	4
36	Winston-Salem, N. C.	4

5. Cities under 75,000

Rank	City	Votes
1	Macon, Ga.	8
2	Bakersfield, Cal.	7
3	Muncie, Ind.	5
3	Rutland, Vt.	5
3	Terre Haute, Ind.	5
3	Waterloo, Ia.	5
7	Asheville, N. C.	4
7	Bangor, Me.	4
7	Burlington, Vt.	4
7	Holyoke, Mass.	4
7	Johnstown, Pa.	4
7	Pittsfield, Mass.	4
7	Springfield, Mo.	4
7	Tucson, Ariz.	4
15	Appleton, Wis.	3
15	Decatur, Ill.	3
15	Dubuque, Ia.	3
15	Jackson, Mich.	3
15	Kalamazoo, Mich.	3
15	Lancaster, Pa.	3
15	Lexington, Ky.	3
15	Poughkeepsie, N. Y.	3
15	Raleigh, N. C.	3

TOP RESULTS FROM MADISON'S TOP RADIO STATION!

CHICKEN BONES shows 1200% sales increase in only 60 days

FROM THE CLIENT:

"We are certainly pleased with the results of our promotion in Madison. Using your city as a test market has given us many answers to questions that have been in our mind for some time."

IRA GOLAN — THE FLAVOUR CANDY CO.

FROM THE AGENCY:

"All in all, I would say that station WIBA is doing a terrific advertising job. There is no question that Chicken Bones spot announcements are highly effective. The important thing is that results are highly satisfactory. More Chicken Bones were sold in Madison in 60 days than were sold in the last 3½ years."

PHILIP W. ABRAMS, V. P., PHIL GORDON AGENCY

FIRST IN MADISON FOR 28 YEARS
5000 WATTS ON 1310

REPRESENTED BY AVERY-KNODEL, INC.

BADGER BROADCASTING COMPANY



15	Rome, Ga.	3
15	San Bernardino, Cal.	3
15	White Plains, N. Y.	3
15	Woonsocket, R. I.	3
28	Abilene, Tex.	2
28	Albany, Ga.	2
28	Augusta, Me.	2
28	Beloit, Wis.	2
28	Billings, Mont.	2
28	Bloomington, Ind.	2
28	Boise, Ida.	2
28	Brockton, Mass.	2
28	Cheyenne, Wyo.	2
28	Durham, N. C.	2
28	Easton, Pa.	2
28	Elmira, N. Y.	2
28	Fargo, N. D.	2
28	Green Bay, Wis.	2
28	Jamestown, N. Y.	2
28	Meriden, Conn.	2
28	Monroe, La.	2
28	Nashua, N. H.	2
28	Northampton, Mass.	2
28	Ogden, Utah	2
28	Orlando, Fla.	2
28	Pueblo, Colo.	2
28	Salem, Ore.	2
28	San Angelo, Tex.	2
28	Waukegan, Ill.	2
28	York, Pa.	2

MOST-RECOMMENDED TEST CITIES

By Population Groups and Regions

(For a 20-cent frozen food product.)

Geographical Designations

In the following section, cities are assigned to geographic districts as follows:

East: Conn., Del., D. of C., Mass., Md., Me., N.H., N.J., N.Y., Pa., R.I., Vt.

South and Southwest: Ala., Ark., Fla., Ga., Ky., La., Miss., N.C., Okla., S.C., Tenn., Tex., Va., W. Va.

Middle West: Ia., Ill., Ind., Kans., Mich., Minn., Mo., N.D., Neb., Ohio, S.D., Wis.

Far West: Ariz., Cal., Colo., Ida., Mont., Nev., N.M., Ore., Utah, Wash., Wyo.

1. Cities 500,000 and Over

A. EAST

Boston, Mass.	19
Philadelphia, Pa.	16
Baltimore, Md.	13
Buffalo, N.Y.	13
Pittsburgh, Pa.	10
Washington, D.C.	8
New York, N.Y.	4

B. SOUTH AND SOUTHWEST

Dallas, Tex.	20
Houston, Tex.	19
New Orleans, La.	12

C. MIDDLE WEST

Milwaukee, Wis.	22
Chicago, Ill.	11
Cleveland, O.	10
Cincinnati, O.	9
Minneapolis, Minn.	9
St. Louis, Mo.	9
Detroit, Mich.	8

D. FAR WEST

San Francisco, Cal.	22
Los Angeles, Cal.	12

2. Cities 250,000 to 500,000

A. EAST

Rochester, N.Y.	15
Newark, N.J.	8

B. SOUTH AND SOUTHWEST

Atlanta, Ga.	29
Birmingham, Ala.	15
Memphis, Tenn.	13
Louisville, Ky.	10
Fort Worth, Tex.	8
Oklahoma City, Okla.	8
San Antonio, Tex.	6
Miami, Fla.	5

What this
country needs is
more markets

like
LUBBOCK
TEXAS

POPULATION NOW

105,796

1953 ABC
CITY ZONE

There's no figuring today how big Lubbock will be tomorrow! But, for the sake of sales potentials, there were 396,829 people in Lubbock's 26-county retail trade area at last count, and the wholesale area extended over 51 counties with 740,296 population. By way of bonanzas, a \$224 million cash crop is being plowed back into retail trade channels this fall — better look at your "A" schedules!

All you need to reach
this sensational market
is the

Lubbock
AVALANCHE-
JOURNAL

CIRCULATION OVER 51,000

For all you need to know about
faster-growing, wealthier Lubbock
just call the nearest office of . . .

TEXAS DAILY PRESS LEAGUE, INC.
National Representatives

THE 53 MOST RECOMMENDED TEST CITIES

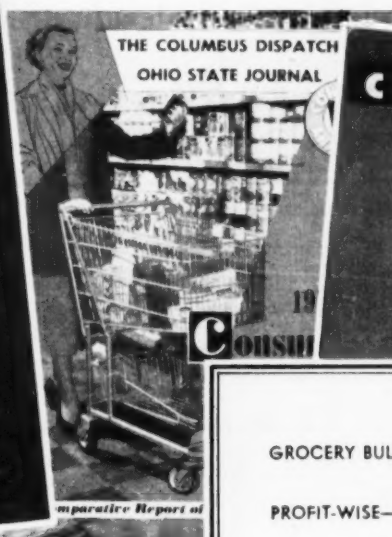
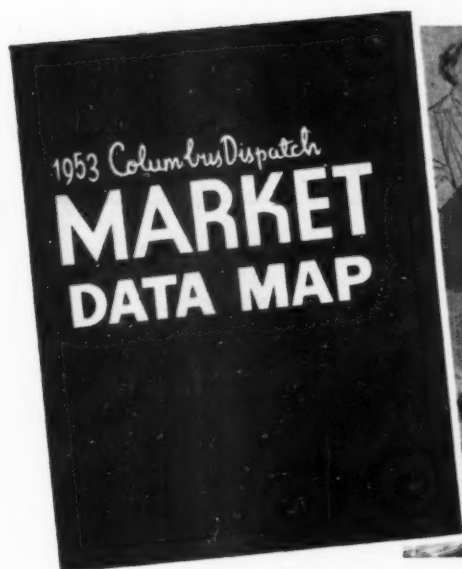
A manufacturer of frozen waffles has achieved national distribution, but sales are limited by the low degree of consumer education. Too many housewives don't know what a frozen waffle is, how to prepare it, or that no waffle iron is needed. . . . The company has set aside \$50,000 for testing a master plan for product education in eight or more cities which would be truly representative of the national market, geographically, city-size groups, etc.

The product is sold by the maker to brokers, who in turn sell to distributors, chains and retail food stores. The product retails at around 20 cents per package of six waffles. The locations of the advertiser and the agency are immaterial because the client is prepared to assume costs of supervising and checking on results where the tests may be made.

In testing this waffle product, what cities would you recommend, and why?

Rank	City	Votes	Rank	City	Votes
1	Spokane, Wash.	39	26	Philadelphia, Pa.	16
2	Portland, Ore.	36	29	Birmingham, Ala.	15
3	Sacramento, Cal.	32	29	Denver, Colo.	15
4	Atlanta, Ga.	29	29	Richmond, Va.	15
5	Hartford, Conn.	27	29	Rochester, N. Y.	15
6	Fort Wayne, Ind.	26	29	Toledo, O.	15
7	Syracuse, N. Y.	25	34	Binghamton, N. Y.	14
8	Columbus, O.	24	35	Baltimore, Md.	13
8	Fresno, Cal.	24	35	Buffalo, N. Y.	13
10	Des Moines, Ia.	23	35	Little Rock, Ark.	13
10	Indianapolis, Ind.	23	35	Memphis, Tenn.	13
12	Milwaukee, Wis.	22	39	Los Angeles, Cal.	12
12	Providence, R. I.	22	39	New Orleans, La.	12
12	San Francisco, Cal.	22	39	Phoenix, Ariz.	12
15	Peoria, Ill.	21	42	Chicago, Ill.	11
16	Dallas, Tex.	20	42	Kansas City, Mo.	11
16	South Bend, Ind.	20	42	San Diego, Cal.	11
18	Boston, Mass.	19	42	Wichita, Kan.	11
18	Harrisburg, Pa.	19	46	Cleveland, O.	10
18	Houston, Tex.	19	46	Grand Rapids,	
18	Portland, Me.	19		Mich.	10
18	Springfield, Mass.	19	46	Louisville, Ky.	10
23	Seattle, Wash.	18	46	Madison, Wis.	10
24	Jacksonville, Fla.	17	46	Manchester, N. H.	10
24	Worcester, Mass.	17	46	Omaha, Neb.	10
26	Charlotte, N. C.	16	46	Pittsburgh, Pa.	10
26	Erie, Pa.	16	46	Shreveport, La.	10

You can test it best in Columbus, Ohio



—not only because Columbus meets all ten requirements of a good test market—isolated and independent—good distribution and transportation facilities—diversified industry—business—stability—typical population—close-to-average per capita income—good record as test city—a dependable indicator—diversified and co-operative media.

Also, because one Columbus newspaper—The Dispatch—gives nearly perfect coverage—93% of the city zone on Sunday, 85% daily! That means *economy*.

Also because that same newspaper offers such complete merchandising service and market information—Market Data Map, Consumer Analysis, Circulation Book, and all the aids listed in the panel at right.

Write for our Test Market Folder today!

- GROCERY BULLETIN—weekly to all grocers
- PROFIT-WISE—weekly to chains, wholesalers
- DRUG-TOILETRY-TOBACCO BULLETIN—monthly
- ROUTE LISTS—stores, locations, personnel
- CONSOL. CONSUMER ANALYSIS—17-city survey
- ECONOMIC MAP—streets, shopping areas
- RETAIL GROCERS BULLETIN—monthly preview
- DIRECT MAIL LETTERS—to our list, or yours
- MAILINGS—preprints, reprints of ads
- SURVEYS—telephone or personal calls
- NEW PRODUCTS COLUMN—weekly editorial

And, Dispatch representatives will introduce you to jobbers, wholesalers; will contact store managers, help get stock movement reports. Burgoyne Grocery-Drug Index is also available.

The Columbus Dispatch

Read in More than 4 out of 5 Columbus homes daily—More than 9 out of 10 Sunday.

National representatives: O'MARA & ORMSBEE, INC. New York Chicago Detroit Los Angeles San Francisco

NOVEMBER 10, 1953

137

WGAN • WGUY • WGUY-FM

Serving Maine's Major Markets

The largest retail and wholesale area north of Boston

GUY GANNETT BROADCASTING SERVICES

390 Congress St., Portland, Maine

Mt. Hope Ave., Bangor, Maine

C. MIDDLE WEST

Columbus, O.	24
Indianapolis, Ind.	23
Toledo, O.	15
Kansas City, Mo.	11
Omaha, Neb.	10
Dayton, O.	5

D. FAR WEST

Portland, Ore.	36
Seattle, Wash.	18
Denver, Colo.	15
San Diego, Cal.	11

3. Cities 150,000 to 250,000

A. EAST

Hartford, Conn.	27
Syracuse, N.Y.	25
Providence, R.I.	22
Springfield, Mass.	19
Worcester, Mass.	17
New Haven, Conn.	8

B. SOUTH AND SOUTHWEST

Jacksonville, Fla.	17
Richmond, Va.	15
Little Rock, Ark.	13
Tulsa, Okla.	9
Nashville, Tenn.	8
Austin, Tex.	6

C. MIDDLE WEST

Des Moines, Ia.	23
Wichita, Kan.	11
Grand Rapids, Mich.	10

D. FAR WEST

Spokane, Wash.	39
Salt Lake City, Utah	7

4. Cities 75,000 to 150,000

A. EAST

Harrisburg, Pa.	19
Portland, Me.	19
Erie, Pa.	16
Binghamton, N.Y.	14
Manchester, N.H.	10
Trenton, N.J.	9

Utica, N.Y.	9
Wilmington, Del.	8
Passaic (-Clifton), N.J.	6
Albany, N.Y.	4
Paterson, N.J.	4
Reading, Pa.	4

B. SOUTH AND SOUTHWEST

Charlotte, N.C.	16
Shreveport, La.	10
Greensboro, N.C.	9
Knoxville, Tenn.	8
Roanoke, Va.	7
Columbia, S.C.	6
Columbus, Ga.	6
Albuquerque, N.M.	5
Mobile, Ala.	5
Montgomery, Ala.	5
El Paso, Tex.	4
Savannah, Ga.	4
Waco, Tex.	4
Wichita Falls, Tex.	4
Winston-Salem, N.C.	4

C. MIDDLE WEST

Fort Wayne, Ind.	26
Peoria, Ill.	21
South Bend, Ind.	20
Madison, Wis.	10
Lansing, Mich.	7
Rockford, Ill.	7
Evansville, Ind.	6
Canton, O.	5
Cedar Rapids, Ia.	5
Sioux City, Ia.	5
Springfield, Ill.	5
Duluth, Minn.	4

D. FAR WEST

Sacramento, Cal.	32
Fresno, Cal.	24
Phoenix, Ariz.	12
Tacoma, Wash.	6
Stockton, Cal.	5

5. Cities under 75,000

A. EAST

Rutland, Vt.	5
Bangor, Me.	4

Burlington, Vt.	4
Holyoke, Mass.	4
Johnstown, Pa.	4
Pittsfield, Mass.	4
Lancaster, Pa.	3
Poughkeepsie, N.Y.	3
White Plains, N.Y.	3
Woonsocket, R.I.	3
Augusta, Me.	2
Brockton, Mass.	2
Easton, Pa.	2
Elmira, N.Y.	2
Jamestown, N.Y.	2
Meriden, Conn.	2
Nashua, N.H.	2
Northampton, Mass.	2
York, Pa.	2

B. SOUTH AND SOUTHWEST

Macon, Ga.	8
Asheville, N.C.	4
Lexington, Ky.	3
Raleigh, N.C.	3
Rome, Ga.	3
Abilene, Tex.	2
Albany, Ga.	2
Durham, N.C.	2
Meridian, Miss.	2
Monroe, La.	2
Orlando, Fla.	2
San Angelo, Tex.	2

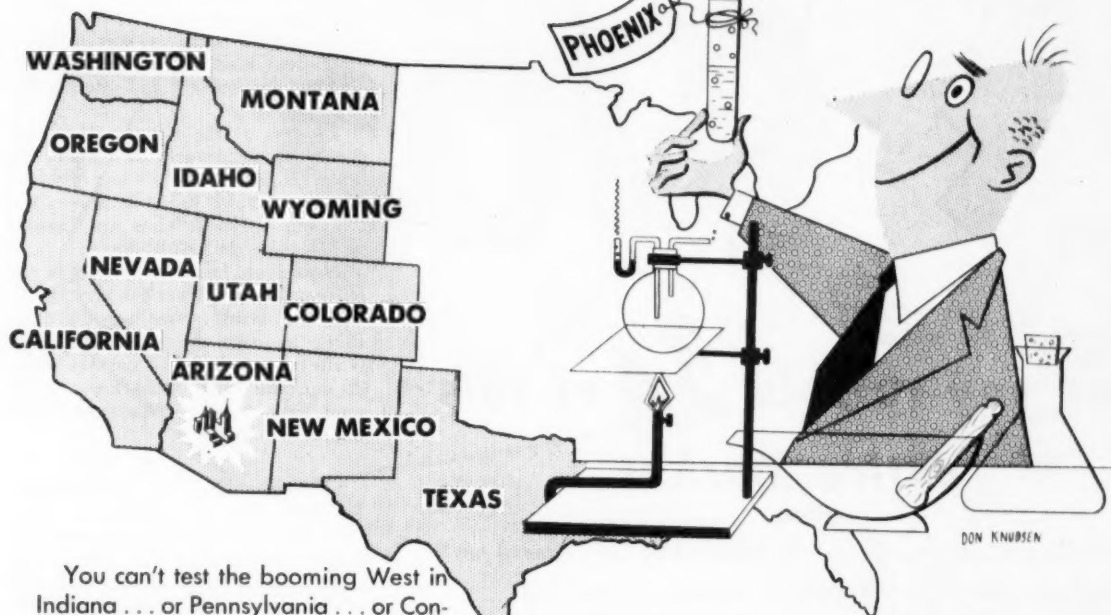
C. MIDDLE WEST

Muncie, Ind.	5
Terre Haute, Ind.	5
Waterloo, Ia.	5
Springfield, Mo.	4
Appleton, Wis.	3
Decatur, Ill.	3
Dubuque, Ia.	3
Jackson, Mich.	3
Kalamazoo, Mich.	3
Beloit, Wis.	2
Bloomington, Ind.	2
Fargo, N.D.	2
Green Bay, Wis.	2
Waukegan, Ill.	2

D. FAR WEST

Bakersfield, Cal.	7
Tucson, Ariz.	4

PHOENIX—best test for the booming WEST



You can't test the booming West in Indiana . . . or Pennsylvania . . . or Connecticut! The West's booming, dynamic economy, its cosmopolitan population with marked velocity of turnover, its absence of established buying habits, and its higher average income and retail sales require testing in the West for effective results.

The unusual degree of economic correlation between the Phoenix Metropolitan Area and the 12 Western states makes it the best test in the booming West. Based on Sales Management's "Survey of Buying Power" for 1953 and Sales Management's requirements for an excellent test market, here is "The Phoenix Story!"

(For complete test market information on the Phoenix Metropolitan Area write for "The Arizona Market" published by The Phoenix Republic and Gazette.)

SELF-CONTAINED ECONOMY—The Phoenix Metropolitan Area is 400 miles from Los Angeles and El Paso, 360 miles from San Diego. No other newspapers penetrate the Phoenix market. Buying policy for Arizona firms is determined in Phoenix.

COMPACT BOUNDARIES—The Phoenix Metropolitan Area consists of just one county. And an overwhelming percentage of its people live and work and do business in Greater Phoenix and its immediate suburbs.

DIVERSIFIED POPULATION—The spectacular growth of the Phoenix population, now 380,000 in the Metropolitan Area, has given it the most cosmopolitan population in the West. Its people have a remarkable variety of geographical and national backgrounds, an average cultural level in the West, highly diversified employment, and a noticeable lack of established buying habits.

AVERAGE INCOME—Effective per family buying income in the Phoenix Metropolitan Area is \$5179, significantly above the national average, but just typical of the booming West's \$5161.

AVERAGE BUSINESS ACTIVITY—Business is booming in the Phoenix Metropolitan Area with 1952 retail sales of half a billion dollars, again just typical of metropolitan areas in the booming West.

WELL DIVERSIFIED INDUSTRIES—The Phoenix market has one of the broadest bases of industrial income in the West with major sources agriculture, manufacturing, mining and tourism in that order.

SUITABLE DISTRIBUTION—A large, new and modern retail establishment focuses in the Phoenix Metropolitan Area where half the state's retail business is done. Major chains, buying groups, and wholesalers headquarter in the Phoenix area.

AVERAGE SALES PER FAMILY—Retail sales per family in the Phoenix Metropolitan Area are \$3939, well above the national average of \$3584, but superbly representative of the booming West's \$3714.

GOOD ADVERTISING COVERAGE—The Phoenix Republic and Gazette provide 100 per cent coverage of the Phoenix Metropolitan Area—with its \$500-million in retail sales—at single-insertion costs. What's more, 82.3 per cent of the total circulation of The Phoenix Republic and Gazette is concentrated in the Phoenix Metropolitan Area for maximum testing effectiveness.

MEDIA COOPERATION—The Phoenix Republic and Gazette supply route lists, store calls and store checks, mailings . . . in fact any reasonable merchandising cooperation you may require!

PHOENIX REPUBLIC and GAZETTE

PHOENIX, ARIZONA

REPRESENTED NATIONALLY BY THE KELLY-SMITH COMPANY, NEW YORK, CHICAGO, DETROIT, PHILADELPHIA, ATLANTA, BOSTON, SAN FRANCISCO, LOS ANGELES, AND SYRACUSE



and you've sold **$\frac{3}{4}$** of this
Entire Market

Metropolitan Houston, in relation to its Retail Trading Zone, accounts for:*

- 76.5% of all EFFECTIVE BUYING INCOME
- 75.0% of all DRUG SALES
- 72.5% of all RETAIL SALES
- 71.5% of all FOOD SALES

*Sales Management Survey of Buying Power, May 10, 1953

Here's Why you can SELL HOUSTON WITH THIS ONE PAPER

The Chronicle's strongest circulation leadership is where it counts most —
in the City Zone, heart of the great Houston market.

EXCESS of Chronicle's CITY ZONE Circulation*

Over POST (Daily)	20,178
Over POST (Sunday)	21,101
Over PRESS (Daily)	49,930

*Publishers Statements, March 31, 1953

40
consecutive years
of leadership in
both circulation
and advertising

The one newspaper -- tested and proved --
that can do your selling job in Houston

The Houston Chronicle

JESSE H. JONES, Publisher
JOHN T. JONES, Jr., President

R. W. McCARTHY, Advertising Director
M. J. GIBBONS, National Advertising Mgr.

THE BRANHAM COMPANY—National Representatives

San Bernardino, Cal.	3
Billings, Mont.	2
Boise, Ida.	2
Cheyenne, Wyo.	2
Ogden, Utah	2
Pueblo, Colo.	2
Salem, Ore.	2

The Pitfalls of Market Testing

As the final question, respondents were asked: "In your experience, and from your observation, what are the most serious mistakes most often made in choosing test markets and in checking and interpreting the results?"

Time is of the essence. More respondents mentioned this than any other mistake; not allowing sufficient time for results to show up, or not allowing sufficient time to measure and analyze the results.

Next most frequent mistake is the tendency, especially when new products are being tested, to do more things to make the test succeed than is always practical on a national basis. As one man put it, "sales departments tend to put more than typical test efforts in test towns."

G. Maxwell Ule, vice-president Research, Kenyon & Eckhardt, mentions five frequent mistakes: cities too large; time periods too short; technically weak tests; wrong factors in all advertising-merchandising-selling choosing cities; failure to integrate factors.

Willard P. Evans, director market research, Falstaff Brewing Corp., cites a half-dozen errors: assuming that any two markets are precisely identical; use of too few test markets; failure to carefully assess competitive activity during test period; failure to keep constant all factors except the *one* being tested; failure to recognize (particularly in media testing) that other influences cannot be completely eliminated, and may vary considerably between markets; reliance on data accumulated over too short a period.

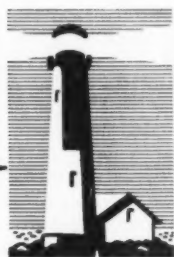
R. E. Davis, Director Market Research, Goodyear Tire and Rubber Co., also stresses the time element and adds, "Over-doing test. You can sell electric fans to Eskimos if you spend enough money and effort in a test, but you could not live with it as a business proposition. Too many tests give preferred position; anything will sell more if given preference, but in fact all products can't always have window displays and best floor position."



Tie this tag on your product by
advertising in The Cleveland Press.
Retail merchants do it every buying day.

**7 out of 10 read
THE
CLEVELAND PRESS**

OHIO'S LARGEST NEWSPAPER



The Cleveland Press



Nielson Coverage Survey and Sales Management Survey of Buying Power gives a combination of market figures that make KSEL your best radio buy. 147,000 radio families in thirty-six (plus) counties in West Texas and Eastern New Mexico, with an effective net of \$875,000,000 buying power, give KSEL 97% coverage.

"MOST LISTENED-TO STATION
ON THE SOUTH PLAINS"

MUTUAL NETWORK
950 ON YOUR DIAL

National Representative
WM. G. RAMBEAU CO.
New York, Chicago, Minneapolis,
Los Angeles and San Francisco.
Southwestern Representative
CLYDE MELVILLE CO.
Dallas, Texas

"Keep away from your best sales areas," is the advice of R. P. Kolesik, market research manager, the Simoniz Co. "Often there's a tendency to select markets in which the brand is historically strong. This makes a sales contest out of the test, and any information from the test cannot be projected to the regional or national scene."

William H. Bambrick, assistant account executive, Foote, Cone & Belding, New York: "More attention should be paid to the existing distribution and sales pattern in the communities, unless the test is of a new product being introduced by a new factor. The effectiveness of any promotional campaign must always be projected into existing sales organizations or consumer 'climates.' A successful test market operation in a strong franchise area historically may be useless in judging results in mediocre or poor franchise areas. . . Also, spread your test market operations far enough to offset competitive action."

Rotate your test markets. Several respondents believe that some popular test cities are being overworked, and "using a test market primarily because it was used successfully before—unless the problems are identical—should be questioned."

The marketing head of one of the largest food companies also warns against giving the test market more executive attention than can be given to markets in general, and most seem to agree with a respondent who warns against the man who is father of the idea being tested. "Keep the guy to

hell out who is the author of the idea or what-have-you which is being tested. He'll do everything within his power to see that the test succeeds."

The research head of an eastern agency warns against: "Resistance to findings which conflict with personal views; Starting the tests so late, with respect to the campaign to be based upon the test, that the campaign gets prepared and approved before time permits completion and interpretation of the tests."

Where Mistakes Occur

Tests can't be conducted in a vacuum, without consideration of competitive activity. William J. Shine, director of sales research, Anheuser Busch, Inc., writes, "Major choosing error is selecting areas not typical or truly representative; interpreting errors most frequent are assuming that test results will apply directly to entire company area of operations, or, not giving due consideration to test market factors that might affect total projection, such as competitive efforts."

C. M. Oehler, vice-president and director of research, western office of Batten, Barton, Durstine & Osborn, Inc., has a 5-point program for improved test marketing in the form of "don'ts":

1. Don't select too few markets to provide proper representation and to achieve stability.
2. Don't attempt too much in a single test.
3. Don't select markets too large to be responsive for testing purposes at a reasonable expenditure of sales, display, merchandising or advertising effort.
4. Don't fail to obtain "normal" or "base" information, or to obtain adequate "post-test" information.
5. Don't neglect to obtain information on variations which may be due to non-test factors, such as competitive activity, pricing, seasonal differences, etc.

Dick Crisp of Tatham-Laird makes two excellent points when he speaks of "failure to determine the actual extent of the area within which advertising is effective and from which sales volume actually comes (understating area results in overstating performance) and failure to determine accurately the level of the company's sales performance in the test markets. If a company is doing only 75% as well in test markets as in the country as a whole, or is (more often) doing better there than nationally, projection of test results to a national basis

'YONNE SAYS:—
**WANNA TEST
METROPOLITAN
NEW YORK
for PEANUTS**



Don't take the chance of shooting your wad. . . . Test a typical section of Metropolitan New York before launching a full campaign.

Study the facts and you will find you can test a typical segment of Metropolitan NEW YORK, by testing BAYONNE for only 10c a line . . . just peanuts compared with any other media giving the complete concentrated coverage of THE BAYONNE TIMES.

"BAYONNE Cannot be Sold from the Outside"
THE BAYONNE TIMES

BAYONNE, NEW JERSEY
Nationally Represented By **BOGNER & MARTIN**

The Providence Journal-Bulletin provides

MORE THAN 100% COVERAGE OF A.B.C. PROVIDENCE

Quick Market Facts on the Providence- Rhode Island Area

Rank:

- the nation's 19th market
- one of the country's TOP test markets

Population:

814,600

Retail Sales:

\$832,729,000

Effective Buying Income:

\$1,246,147,000
(\$5,245 per family, well
above the national average)

(1953 Survey of Buying Power)

For sales action in New England's second largest market, use Rhode Island's favorite newspapers, to deliver the full impact of your sales message . . . when you want it—morning, evening or Sunday—and where you want it, in this compact city-state market. (Over 60% of the state's population, retail stores and sales are concentrated in A.B.C. Providence.)

Whether for test or complete advertising campaign, it's a BIG market in a small package, and the Providence Journal-Bulletin provides well over 100% coverage of the A.B.C. Providence area alone—a powerful selling force in the nation's 19th market.

Ask our Ward-Griffith salesmen for the complete story on Providence.

Combined Journal-Bulletin circulation, 191,022
Providence Sunday Journal, 179,179

PROVIDENCE JOURNAL- BULLETIN

The Providence Journal

The Evening Bulletin

The Providence Sunday Journal

Represented Nationally by WARD-GRIFFITH CO., Inc.

Offices in New York, Chicago, Detroit, Philadelphia, Boston, San Francisco and Atlanta

RADIO RESULTS FORMULA FOR ROANOKE

USE

WDBJ's weekly SAMS-1952 audience is 124% greater than the second station's; on a 3-or-more days basis 192% greater. WDBJ's weekly night-time audience is 94% greater, and for 3-or-more days 125% greater.

The cost difference? WDBJ rates average less than 20% more.

Whether you have a staple or luxury commodity, consider ROANOKE's excellent INCOME DISTRIBUTION — its superior TEST-MARKET rating.

Compare as you like — then call Free & Peters!

WDBJ Established 1924 **ROANOKE, VA.**
CBS Since 1929
AM-5000 watts-960 kc.—FM-41,000 watts-94.9 mc.

is extremely difficult and complex."

Other "warnings" include:

Permitting client to influence choice because he has "good distributor" there, good sales, etc.

Giving any consideration to free help from salesmen.

Not making certain of store cooperation beforehand.

Choosing cities where test factor cannot be adequately isolated.

Overlapping advertising coverage by newspaper—radio—or TV.

Failure to see if sales experience in past shows a reasonable degree of correlation for test and control groups.

Inadequate stocks at dealer level.

Improper control area, store, setup, or failure to set up a control area.

Expecting measurable results from too little advertising or promotional effort.

Failure to establish criteria for success or failure in advance of test.

Oversupplying test market and appraising results without consideration of this fact.

Inaccurate or badly handled retail sales checks.

Demand for quick job can often result in errors.

Sometimes project is handled too thoroughly, and by the time results are obtained information is obsolete.

Selecting a city which is not a natural market for product you want to test.

Too little spent on measuring results in comparison with amount spent on promotion itself.

The attempt to match cities when this is literally impossible because of number of variables.

Trying to evaluate the "lap-over" of one medium vs. another. This is typical in larger markets.

Failure to include consumer and/or dealer interviews to get added data to help interpret results.

Testing more than one variable at a time.

Permitting sales force to know of

test, thus giving opportunity for them to influence conditions under which test is made at retail level.

Too heavy a weighting on unimportant factors — for example, nearness, knowledge of city, etc.

If too many "experts" tramp through the test market results can become so atypical they represent nothing.

Failure to use all media employed in test market campaign in the later national campaign, as in the case of posters.

Not enough pre-testing of questionnaire and sample setup.

Not knowing enough about unusual local conditions that may affect results.

Tendency to pick test markets which have "good" rather than typical advertising coverage.

Lack of check on results after test is completed.

Test market media schedules should be based on a proposed national schedule decided on before test market program goes into effect.

Selection of high industrial markets which can be strongly affected by labor disturbances: for example, strikes would void the area as a valid one for comparative purposes; flood or drought would do the same thing in a farm area.

Thinking that minor differences

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How to win friends in grocery stores



FOR QUICK

Shortcake Layer cake Ice cream cake

GET **DRAKE'S** HANDY LAYERS

Outdoor Adv

"Our products—Drake's Cakes, Devil Dogs and Yankee Doodles—are high-impulse items sold primarily through grocery stores. That's why the greatest proportion of our budget has gone into Outdoor Advertising every year since 1946."



LEO W. BAYLES

President

DRAKE BAKERIES, INCORPORATED



One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising—sponsored by

The Standard Group

OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth
of the nation's
consumers . . .

JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION
WALKER & COMPANY • UNITED ADVERTISING CORPORATION • WHITMIR & FERRIS CO., INC.
ROCHESTER POSTER ADV. CO., INC. • RICHMOND POSTER ADV. CO. • E. A. ECKERT ADVERTISING CO.
PORTER POSTER SERVICE • SLAYTON & COMPANY • THE HARRY H. PACKER CO. • BORK POSTER SERVICE
SUNSET OUTDOOR ADVERTISING CO. • BREMERTON POSTER ADVERTISING CO. • C. E. STEVENS CO.
CONSOLVO ADVERTISING CORP. • LEHIGH ADVERTISING CO. • MARYLAND ADVERTISING CO.
AMERICAN ADVERTISING CO. • VERMONT ADVERTISING CO. • STARK POSTER SERVICE
STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVE., NEW YORK CITY 22

Send Sales Soaring in Pittsburgh!

Ask yourself this 2½ Billion Dollar Question!

**"In a Market ...
where the population breaks like this ... and sales break like this ...**

Unlike all other major midwest markets, the bulk of Pittsburgh Market consumers live outside the ABC City Zone.

	ABC CITY Pittsburgh Smallest	Surrounding 50-Mile Radius
PITTSBURGH	37.4%	62.6%
Cleveland	58.8%	42.2%
Detroit	63.1%	36.9%
Cincinnati	67.5%	32.5%
Chicago	68.4%	31.6%
St. Louis	72.1%	27.9%

*1950 Census

ABC CITY is a fine concentrated market. And so is the surrounding 50-mile market which actually accounts for greater sales than the city itself!

	PITTSBURGH CITY ZONE	BALANCE OF MARKET
Total Retail Sales	\$2,596,768,000	44.4%
Food Sales	\$713,448,000	41.1%
Drug and Proprietary	\$71,667,000	46.4%
Automotive Group	\$379,429,000	36.4%
Liquor Sales*	\$89,910,214	41.9%

*P. L. C. B. Districts 4 and 5; all others 1948
Census of Business for Pittsburgh Market.

WOULDN'T IT BE WISE TO USE A NEWSPAPER ...

with a coverage like this ...

The Post-Gazette reaches 41.2% of all families in the ABC City Zone ... 21,106 more families than the Sun-Telegraph daily.

In the 27 towns of 5,000 to 10,000, the Post-Gazette reaches more than 1 out of every 3 ... 35% more than the daily Press and 28% more than the daily Sun-Telegraph.

In the 28 cities of 10,000 or more, the Post-Gazette reaches 3 out of every 10 families ... 88% more than the daily Press and 88% more than the daily Sun-Telegraph.

In the 79 towns of 1,000 to 5,000, the Post-Gazette reaches more than 1 out of 4 ... 40% more than the daily Press and 21% more than the daily Sun-Telegraph.

and an advertising record like this ..."

The Post-Gazette was the only Pittsburgh daily newspaper to set an all-time high in total advertising in 1951 and 1952.

And again in 1953, for the first nine months, the Post-Gazette is again setting another all-time high in total advertising! For third straight year in a row!

*YES, something is happening
in Pittsburgh!*

PITTSBURGH POST-GAZETTE

REPRESENTED NATIONALLY BY MOLONEY, REGAN AND SCHMITT

HARRISBURG—

AGAIN the No. 1 Eastern Test Market in Its Population Group

Harrisburg repeats its 1950 triumph! After three years it is *still* the favorite Eastern test city in the 75-150 thousand group—No. 1 choice of Sales Management's panel of 131 experts in the New England, Middle Atlantic and Southern states... their blueprint for successful testing in this hard sell period.

And the tested medium for selling Harrisburg? WHP and WHP-TV of course—

blanketing the state's best large-city market (137 Quality Index), all Dauphin County and thousands of additional homes in southeastern Pennsylvania.

INCOME DATA FOR HARRISBURG METROPOLITAN AREA

56.6% of the area's consumer spending units earn up to \$4,000... ideal test condition for staples. 43.4% of the units earn from \$4,000 up, and account for 67.7% of the area's total income... preferred market for sales of higher priced products.

WHP & WHP-TV

HARRISBURG, PA.
THE KEYSTONE STATIONS
IN THE KEYSTONE STATE
Represented by THE BOLLING CO.



are truly a product of tested factors.

The only time to feel reasonably safe in drawing conclusions is when results are heavily weighted in one direction or another.

If you have a *new* product, don't let a surge of initial curiosity buying mislead you. Watch inventories closely.

Development of test campaigns that cannot possibly be projected on a national or regional scale because of costs.

Selecting market for test purposes on new products based on quality of manpower rather than actual nature of market.

Typical among manufacturer respondents are: Allied Chemical & Dye Corp., American Enka Corp., American Radiator & Standard Sanitary Corp., Anheuser Busch, Inc., Ansco Div. General Aniline & Film Corp., Armstrong Cork Co., The Carborundum Co., The Carrier Corp., Chrysler Corp. Dodge Division, Colgate-Palmolive-Peet Co., Dayton Rubber Mfg. Co., Dow Chemical Co.

also: Eastman Kodak Co., Easy Washing Machine Corp., Elgin National Watch Co., Falstaff Brewing Corp., General Electric Co. Lamp Division, General Foods Corp., General Mills, Inc., General Tire & Rubber Co., Goodyear Tire & Rubber Co., Green Giant Co.

and: Hickok Mfg. Co., Inc., Hood Rubber Co., Johnson & Johnson, Lever Bros. Co., Thomas J. Lipton, Inc., P. Lorillard Co., Inc., Marathon Corp., Maytag Co., McKesson & Robbins, Inc., Miles Laboratories, Inc., Miller Brewing Co., Minute Maid Corp., National Lead Co., Nestle's Chocolate Co., Inc., Pabst Sales Co.

and: Rapinwax Paper Co., Reynolds Metals Co., Jos Schlitz Brewing Co., Sealright Co., Inc., The Simoniz Co., Toni Co., U.S. Rubber Co., Univis Lens Co., and Western Electric Corp.

Typical among agency respondents are: Airkin-Kynett Co., Anderson & Cairns, Inc., Benton & Bowles, Inc., The Biow Co., D. P. Brother & Co., Leo Burnett Co., Harold Cabot &

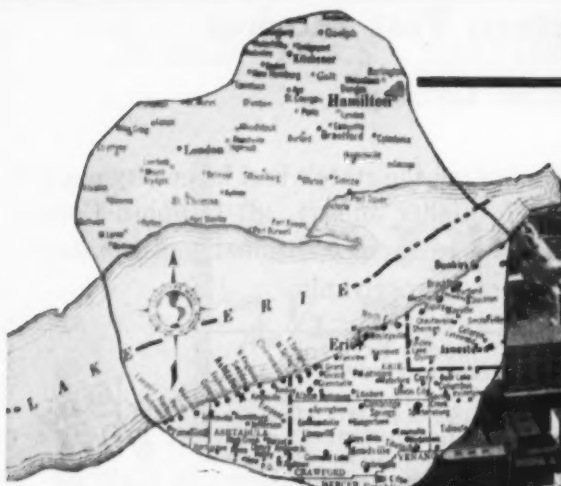
Co., Inc., Cecil & Presbrey, Inc., Harry B. Cohen Advertising Co., Inc., Cunningham & Walsh, Inc., Doremus & Co., Erwin, Wasey & Co., Inc., Wm. Esty Co., Inc.

also: Fitzgerald Advertising Agency, Foote, Cone & Belding, Gardner Advertising Co., Robert B. Grady Co., Grey Advertising Agency, Inc., Henry M. Hempstead Co., Charles W. Hoyt Co., Hutchins Advertising Co., Kenyon & Eckhardt, Ketchum, MacLeod & Grove, Inc., Abbott Kimball Co., Inc.

and: Kudner Agency, Inc., Lennen & Newell, Inc., McCann-Erickson, Inc., Morse International, Inc., Moser & Cotins, Inc., Needham, Louis & Brorby, Inc., Olmsted & Foley Advertising Agency, Pacific National Advertising Agency.

and: Roche, Williams & Cleary, Inc., Ross Roy, Inc., Scheideler, Beck & Werner, Inc., Schwimmer & Scott, Inc., Russel M. Seeds Co., A. J. Silberstein-B. Goldsmith, J. Walter Thompson Co., Wm. H. Weintraub & Co., Inc., Weiss & Geller, Inc., and Young & Rubicam, Inc.

ERIE, PA.* ..one of the nation's top test markets



* Erie's WICU-TV covers this rich Tri-State section—this area is also covered by radio station WIKK. And the Erie Dispatch, a 135-year-old newspaper, enjoys a really healthy circulation.



WICU-TV

WICU-TV, Channel 12, the only television station in this area, carries all 4 networks. It is a consistent winner in national merchandising promotions.

National Representative EDWARD PETRY & CO., INC.

WIKK-AM

A 5000 Watt ABC affiliate, WIKK had the top Pulse ratings all day long in a recent survey.

National Representative H.-R. CO.

ERIE DISPATCH
DAILY & SUNDAY

Erie's oldest and best read newspaper with more outstanding features, and the first choice of local retail outlets.

National Representative REYNOLDS-FITZGERALD

- * RADIO
- * TV
- * NEWSPAPER

 **EDWARD LAMB Enterprises INC.**

HOME OFFICE—500 EDWARD LAMB BLDG., TOLEDO, OHIO... WASHINGTON OFFICE... 1177 NATIONAL PRESS BLDG.

While any one medium is available, of course, WICU-TV, WIKK-AM, and the Erie Dispatch make the perfect threesome in this great Pennsylvania market, which boasts Pennsylvania's "Third Largest City." Many success stories have been written by advertisers who have used the perfect threesome. Write or call our representatives for full details.

OTHER PROPERTIES

- WTOD—TOLEDO, OHIO... Forjoe
- WHOO—ORLANDO, FLA... Avery-Knodel
- WMAC—MASSILLON, OHIO... Edward Petry & Co. Inc.



DISPLAYS helped to keep the contest before the eyes of dealer salesmen, whether or not they took part in it. Actually, the cream of the salesmen took part in the contest.

Old and New Salespeople Took to GE's Contest

General Electric expected 1,500 entrants in the Spacemaker contest, and got nearly 4,000. It was mass training.

An interview with BURTON CLOUD
Kitchen Spacemaker Contest Manager,
General Electric Co.

When the General Electric Co., Louisville, Ky., brought out a new line of ranges known as Spacemakers early this season a new selling approach was required. One of the ranges is 24 inches wide, the other 36 inches. They are brand new sizes. The dimensions broke precedent. This meant that both the public and the salesmen had to be started on a new line of reasoning. Advantages of the compact, space-saving widths had to be told quickly and effectively if the sales campaign was to be launched successfully.

Immediately the idea of holding a contest to effect a speedy kick-off loomed. What sort of contest? General Electric has approximately 13,000 range dealers; other outlets that can sell ranges enough to bring the number up to 17,000. The plan,

as finally settled upon, was aimed to get retail salesmen to thinking, talking and planning in terms of the new dimensions.

"We wanted a contest that would do a training job on salesmen," says Burton Cloud, Kitchen Spacemaker Contest manager for General Electric. "We also wanted one that would make it fun for them to learn. We figured that the contest would be a success if we got 1,500 entries. We got very close to 4,000. We also got something else. We found that the most eager, aggressive and successful salesmen were in the contest almost to a man.

"Through a process of checking we learned that while probably fewer than 25% of all salesmen eligible entered the contest that these have actually been selling better than 50%

of our appliances. The contest, as a result, was in effect giving a post-graduate course to the very best salesmen and so making them even better salesmen. In carrying through to win the prizes they learned how to sell plus items when selling a range."

The contest was arranged along these lines:

The salesmen developed a kitchen plan on space provided in the entry blank. He then wrote, in 100 words or less how the Spacemaker range helped him to solve some specific space problem. The contest opened on May 1 and ended July 31.

Each salesman could send in as many plans as he wished, thus increasing his chance to win a prize. Designs submitted could be for the contestant's own home, the home of a customer, or a display kitchen for a dealership.

Judging considered such factors as originality of design, practicability, and the use of space based on convenience and efficiency.

All authorized General Electric major appliance dealers and their employees were eligible.

For the contest, and to give fairness and broader opportunity to the contestants to win, the United States was divided into five regions, i.e., Eastern, Southeastern, Central, Southwestern and Western. Five 36-inch Spacemaker ranges, one for each region, were given as grand prizes. Fifty-five 24-inch Spacemaker ranges in added prizes.

Mostly the contestants built their entries around successful sales and many of them told how the sale of a range, growing directly out of their planning, earned them plus sales. Thus the entries became testimonials telling of a job well done.

Here are some of the entry blank statements:

1. The main consideration in laying out this kitchen was the complete lack of storage space in the old one and the fact that the prospect wanted a large refrigerator and dishwasher sink with Disposall. The use of wall cabinets as base cabinets in the 16-inch deep alcoves at the left helped compensate for the lack of wall space over the range center. The Spacemaker range allowed me to use cabinets to the right and to the left of the range so that the customer had a good working surface on both sides of the range.

2. The customer converted the second floor of a small home into one apartment. Only one wall of 93 inches was available to place an elec-



How to turn a woman's head

The best way to focus her full attention, and make her look twice at an advertisement, is to show a woman a situation in which she identifies herself and her own everyday problems—with a start of instant recognition.

Illus. Copyright 1941, Saul Steinberg.
Originally Published in The New Yorker

YOUNG & RUBICAM, INC.
ADVERTISING • New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London

tric range, sink, refrigerator and storage cabinets. Competition tried to sell the customer a 72-inch one-piece combination utility unit. When I showed the customer that there was room enough to have an attractive range with a full-size extra-large oven equipped with Calrod heating units and still have room for a full-size sink and refrigerator, I was able to make the sale.

3. When a customer wanted a deluxe automatic electric range, an undercounter dishwasher and a table-top water heater, I had a good sale on my hands. But, alas, they all wouldn't fit in the kitchen available! Along came the wonderful Spacemaker with its many deluxe features and I had my sale, the customer had her appliances, and this kitchen had the newest, smartest look in town!

4. We just recently had a customer call and say that she had a problem. She wanted to remodel her kitchen and only had a certain space to put her sink and range in—nine and a half feet, to be exact. It just so happened that we had one of your entry blanks and I took it along with me. It was just the thing. I cut out the 48-inch dishwasher sink and put it in place; I cut out the 24-inch Spacemaker and set it in place. Then I filled in with two 18-inch base cabinets with Textolite tops. This left three inches on each side. It sold the job.

"Reports keep coming in from all over the country telling how General Electric salesmen are helping customers plan their kitchens to advantage by using Spacemaker ranges as the key unit to get additional appliance sales," says Cloud. "This space economy makes it possible to find floor space for additional labor-saving appliances.

"By using the planning sheet,

marked off in measured squares, which went with each entry blank, our men have developed more living and eating space, found more counter and storage space, and have easily replaced innumerable old ranges with our new and attractive Spacemaker ranges."

Examples of the successful use of the contest entry blanks to make plus sales for planned kitchens, like the above, have come into General Electric's contest headquarters by hundreds and thousands. Selected examples have been used in company communications to salesmen everywhere to show them how other salesmen have built up their sales.

According to Cloud, the contest has served other purposes. For example, too many salesmen have shied at the word "planning." These have felt that planning was a job for an expert. They have been accustomed to selling with "talk." Getting out scissors and paste and using cut-outs on a measured floor plan or drawing a plan, was something with which they were unfamiliar. They hadn't seen it work and didn't know it would work.

What They Did

To enter the contest they were required to lay out, or draw, a floor plan in an actual kitchen giving the actual measurements. Not until they had done this did they realize the simplicity of the task. In effect, each entry blank says to the salesman using it, "See how easy and effective this method is. Note the added interest it gives the prospect. Observe how it takes a mere idea and pins it down to the tangible. Watch and see how it clinches the sale."

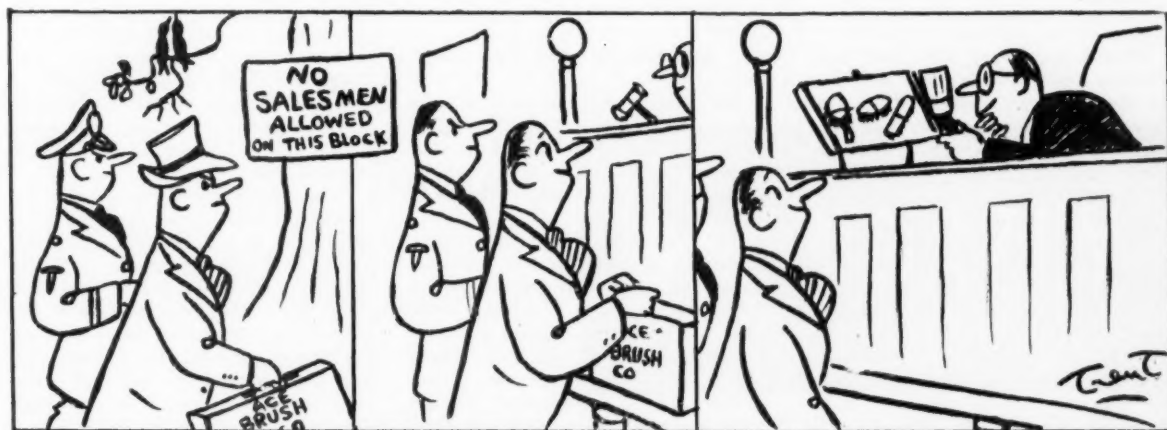
To spur entries and to keep the

entrants on their toes during the length of the contest, letters on special letterheads were kept flowing to sales managers and sales promotion managers from the start to the end of the contest. Special mailing pieces went out regularly to both the eligible salesmen and those who had already entered. Stories about the contest were run in the *General Electric News Graphic*, a house organ published in the interest of General Electric major appliance retailers.

Stories were run in *News Graphic*, with illustrations, telling how assembly lines were speeding up the production of the 24- and 36-inch Spacemaker units so that there might be plenty of them for immediate delivery to customers. Stories told of the infinite and painstaking efforts that were being made to be sure that every Spacemaker range would be in perfect shape and give the customer full satisfaction.

General Electric's Home Bureau, the central planning agency, kept in touch with the contesting salesmen at all times. And the contest gave the Home Bureau an active and valuable mailing list because it supplied the names of top salesmen who were so interested in selling that they were ready to adopt new devices that would bring their sales to still higher levels. This list actually was the cream of the company's salesmen.

"The thing I like most about a contest of this type is this," says Cloud, "It makes topnotch salesmen even better salesmen. It enlightens and shows new salesmen where they can get additional sales with a little effort. It gives them tools to work with. Because of their experiences, and what they have learned as a direct result of this contest, they will be even better salesmen every day of their lives."



**Southwest's Fastest
Growing Farm
Magazine is ...**



*Tops on the
Rural Routes!*

Like the fabulous flying carpet of old, the superior R.F.D. coverage of the Farmer-Stockman whisks your advertising into a higher percent of rural homes than any other farm publication in the Southwest!

In Texas, for example, the Farmer-Stockman leads with a high R.F.D. of

69%, as compared with the next highest of 53%. Likewise, in Oklahoma, the Farmer-Stockman leads with a high of 70% R.F.D. coverage!

Next time, advertise in the Southwest's Fastest Growing Farm Magazine—and see what a big difference our R.F.D. "flying carpet" can make!



the Farmer-Stockman

COMPLETELY NEW
'53 FORMAT
GIVES ADVERTISERS
SUCH ADVANTAGES AS:
STANDARD PAGE SIZE
LOWER 4 COLOR RATES
LOWER PAGE RATE
HIGH READERSHIP

403,384 SUBSCRIBER FAMILIES

Texas	221,412	Kansas	24,315	Missouri	4,772	Other States ...	4,057
Oklahoma	123,734	Arkansas	20,545	New Mexico ...	4,529	TOTAL	403,384

the Farmer-Stockman

OKLAHOMA CITY, OKLAHOMA • DALLAS, TEXAS

Affiliated with The Oklahoma Publishing Company — The Daily Oklahoman, Oklahoma City Times — WKY and WKY-TV
Represented by THE KATZ AGENCY, INC.

Overseas Air Force Men Loyal to Home Brands

The tie that binds an American serviceman abroad often is a familiar label on something he eats, drinks, or wears. This prospect is a good customer for many USA concerns.

Overseas military men and their families have by no means been lost to the American market. They still buy and read American. American merchandise is provided by commissaries and the foreign equivalents of PX's; several periodicals are specially directed to Americans abroad.

If you were stationed at a far-off base, you'd quickly see the appeal of news from home. But it's the advertising that reveals all the American products a military man can get. In the *Air Force Daily*, for instance, now published in London and flown to American bases all over the United Kingdom, Europe and Africa, you'll

find the familiar American brand names.

No figures are published on the volume of purchases by Air Force men and women. The European payroll, however, is estimated at \$1 billion a year. Obviously, this is a big market.

Air Force personnel buy their household groceries at the commissaries, many of their incidentals at AFEX (Air Force Exchange System — Europe). A good estimate divides sources of AFEX merchandise thus: 61%, American; 23%, British; 14%, Continental Europe with the small remainder scattered

everywhere else in the world.

Most of the AFEX sales — about 25% — are hard goods. It sells appliances, radios, even American cameras, the hard German competition notwithstanding. Next comes cigarettes at 20%; clothing and uniforms, 10%; sweets, 10%; jewelry, 5%; coffee stand snacks, 9%; stationery, 6%.

AFEX stores don't sell hard liquor. But there are special Spirits stores run by AFEX — 26 in the United Kingdom and 14 on the continent. You might expect an Air Force man in Europe to prefer Scotch or to cultivate continental wines. Some do. But sales show an undying taste for rye and bourbon in winter, gin in summer. American names are found on beer bottles at the AFEX general stores.

The AFEX catalog lists prices for more than 6,000 items. Such a listing, which can be solicited through H.Q. A.E.A.F. Exchange Service, 25 West 43 Street, New York City, provides no guarantee or even promise of orders. The organization buys what its customers ask for. Its practice is to keep a light inventory and high turnover, perhaps because it can ship cheaply on Government bottoms.

Gifts his whole family will enjoy!

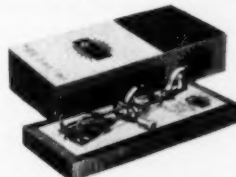
Handsome and useful gifts—not just for your customer or employee—but for his whole family... that describes the famous Dazey Line of Kitchen Helps. You can buy them singly or in special gift-packaged combinations of two, three, four and five items. Prices range from \$1.50, for the lowest-priced single item, to \$33.00 for the complete deluxe 5-item gift box. If you are not already familiar with Dazey Kitchen Helps, see them at your local gift, hardware, household appliance or department store. If your list runs long, write us direct, on your company letterhead, for catalog and quantity prices. DAZEY CORPORATION, ST. LOUIS 7, MISSOURI.



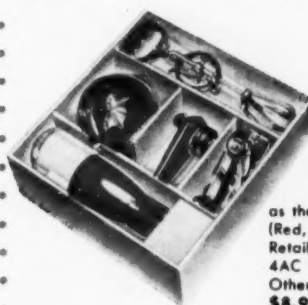
Dazey Deluxe Can Opener—Table Top Model 78C... Has all the features of the famous Dazey wall type can opener, including magnetic lid lifter. Opens round, square or oval cans. Height adjusts from short to tall 46-oz. juice cans. Red, Yellow, White... Retail price **\$7.95**. Same without magnetic lid lifter (Model 70) **\$6.95**.
Wall Type Model 88C (White, Red or Yellow) **\$5.49**.



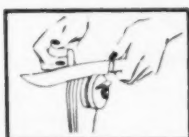
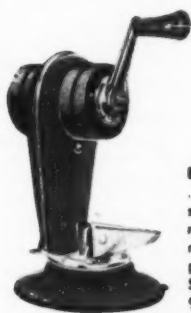
Dazey "Blend-R-Mix"—Model 810C... Blends, whips or mixes anything mixable. Adjustable handle permits either right or left hand use. Easy to operate! Easy to clean! Rust proof... Chrome and Red, Yellow, Green, or Black handle. In Beautiful Gift Box. Retail for **\$5.95**.



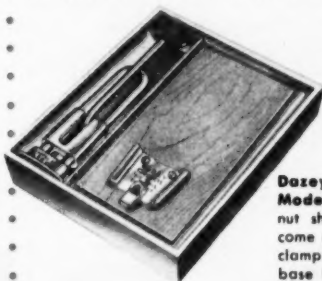
Dazey "Cocktail Hour"—Combination ice crusher and cocktail shaker. Instantly adjusts to crush ice fine, medium or coarse. Fits the famous Dazey wall bracket. Perfect... wherever crushed ice is used. PK-5 White Enameled body; Red, Black, Yellow, or Green transparent cup... Retail price, **\$11.95**. PK-5AC All Chrome body... Black transparent cup... Retail price, **\$13.95**.



This beautiful gift package set of the Dazey Egg Beater, Triple Ice Crusher, Juicer, Deluxe Can Opener and Sharpsit (knife and scissors sharpener) are as beautiful as they are useful. Gift Package PK-4C (Red, Yellow, or White with Chrome trim) Retail for **\$28.98**. Gift Package PK-4AC (All Chrome) Retail for **\$32.98**. Other Dazey gift packaged sets from **\$8.98 to \$19.98**.



Dazey "Sharpsit"—Table Top Model 915C... Features twin sharpening wheels—one for sharpening—one for honing. Holds firmly to non-porous horizontal working surface by means of vacuum cup. Easily removable and portable. Red with Chrome trim. Retail for **\$7.25**. Same with single wheel (Model 905C)—**\$6.25**.



Dazey "Crackit", Nutcracker Set—Model PK-11... Cracks ends... splits nut shell lengthwise, so that nutmeats come out uncrushed. Special spring steel clamp-type bracket attached to wood base for quick easy mounting. In handsome gift box—**\$3.95** retail.

Be sure

it's a



DAZEY

- *Be sure to please him—*
- *Be sure to please his family—*
- *Be sure to give the best—*

AMERICA'S BEST-KNOWN LINE OF SMALL KITCHEN APPLIANCES

NOVEMBER 10, 1953

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Continued...

Advertisers Increase Budgets for 1954

As we point out in "Trends," pages 21-22, it is only a fancy that signs point to a cutting of sales budgets, including the advertising dollars.

Additional returns received since the November 1 issue went to press (see "don't include us as subscribing to uncertainty and pessimism" page 52) confirm the generally found "fighting" mood. Many of the advertisers and several of the agencies beg anonymity at the moment for competitive reasons, but others are on the record.

The Simmons Company, for example, through Jack Hubbell, vice-president, puts itself on record: "Our company is spending during the second half of this year 51% more money for consumer advertising than we spent in the second half of last year. . . We are now developing 1954 plans, which will call for an increase of at least 25% over the first half of 1953. *We are simultaneously stepping up our advertising attack, our promotional attack, and our over-all sales activity.*"

A company in the grocery field which we cannot identify except to say that its advertising expenditures are in the multi-million-dollar class, tells SALES MANAGEMENT that the expenditure pattern for the first half of 1954 was set many months ago, and is not being cut back. . . In the same field of distribution, an eastern soap company writes, "It appears as though our advertising expenditures will be about the same next year. The

media breakdown will also be about the same, with our largest expenditures in radio and TV spots."

Alexander Smith, Inc., through Robert H. Bishop, vice-president, is definitely not cutting down on promotion. "We have our plans in rough shape for the first half of 1954, and we certainly do not plan to reduce our budget at all. We are planning what we consider our *best* campaign . . . utilizing magazines, newspapers and a substantial direct-by-mail program. . . Our program will be *considerably higher* than it was in the first half of this year."

The advertising head of one of the nation's largest chain store organizations says that in magazines alone they will run 44% more (in pages) than in their big 1953 campaign.

J. M. Mathes, head of J. M. Mathes, Inc., New York gives us one of the best thought-out analyses of the basic problem.

"Evidence is all about us," writes Mr. Mathes, "that advertisers intend to plan aggressively for business during 1954. Whether or not our economic weather vane points to recession or boom, businessmen naturally plan to acquire as many consumer dollars as possible. The uncertainty and pessimism concerning conditions next year are not necessarily supported by fact. The well-worn theory that whatever goes up must come down was discarded nearly 20 years ago.

"The blending of optimism, assur-

ance and sound management is the backbone of any business. Without it, failure is certain. Of course, that is elementary economics; still, as we all know, it is the only formula for successful business methods and growth.

"Our clients are advertisers of national and international scope. Naturally they view 1954 with well-considered optimism. There is no reason why they should think otherwise. It is possible that the graphs of our economic theorists won't trace a firm horizontal line—there will be twists and turns, for one would be extremely naive to believe that there won't be.

"Our Washington administration is performing a Herculean task to provide a hedge against a possible recession—government spending for 1954 will be 68 billions, a reduction of 4 billion as compared with the current years; promised tax cuts for individuals and corporations will release another 4 billion; and price supports will do much to up farm income. That's sound government and sound business—and does much to brighten our horizons.

"Like any business in any year, manufacturers and retailers will of course fight aggressively to fulfill their quotas whether it is during 1954, or 1964 or 1974. It is that same sense of aggressiveness and firm belief in the future that has made our country the greatest producer on the face of the earth.

"Optimism has its place in 1954, but confidence plays an important part, too."

ADVERTISING AND MERCHANDISING

MANAGER WANTED

Biscuit and Cracker company with modern manufacturing facilities in the East invites applications for position of Advertising, Sales Promotion and Merchandising Manager. Preferably, but not essential, a person with some biscuit and cracker manufacturing and sales experience. Position offers excellent opportunity for future advancement. Salary will be based upon past experience and advancement upon results obtained. All replies will be held strictly confidential. Write Sales Management, Box 2999 stating experience and qualifications.

SALES MANAGER

for well-known New England concern with national distribution through retail outlets. Excellent opportunity for a capable divisional sales manager to assume national responsibility. Preferably 35 to 45. Experience in sales, sales management, and sales promotion essential. Write in full enclosing resume. Box 3001.



TAKE A good look at Akron, Ohio — a rich 967-million-dollar market with one-news-paper coverage at one low cost. Write the AKRON BEACON JOURNAL (evening and Sunday) for facts.

IS YOUR **SELLING POWER** KEYED TO CONSUMER **BUYING POWER?**

Here Is Where
You Can
Make Sure—



One of the shrewdest ways to find out if your selling power is keyed to consumer buying power is to have an IBM Service Bureau regularly prepare your sales reports. You'll get important sales facts quickly—about salesmen, products, customers and prospects, costs, territories . . . whatever type of sales information you need to turn buying power into cash profits for your company. The cost is modest.

SALES MANAGEMENT'S entire Survey of Buying Power was prepared on IBM Accounting Machines.

IBM

TRADE MARK

*Service Bureaus are located
in principal cities*

INTERNATIONAL BUSINESS MACHINES
590 MADISON AVENUE, NEW YORK 22, N. Y.

★ A 25% Increase in Circulation



MORE COVERAGE IN A GROWING INDUSTRY

The Restaurant Industry is the nation's fourth largest business and GROWING! It now consumes 25% of all the foodstuffs produced in America.

"I have found most restaurant operators throughout this country keenly aware of the great fields before us. It has been predicted that our business, which in 1950 was the staggering sum of 13 billion dollars, would double in the next ten years. Fantastic as it may seem, our business has quadrupled since 1930, and most astounding is the fact that the latest figures show that in 1951 our business increased from thirteen to fifteen billion dollars, the unbelievable sum of 2 billion dollars, in one year. It is possible that today this figure may be 16 billion dollars. No other industry in our country can show such an increase."

From a keynote address delivered by J. Fred Vellmer, president, National Restaurant Association, at the 34th Annual National Restaurant Convention and Exposition, Navy Pier, Chicago, May, 1953.

COVERAGE WHERE IT COUNTS IN ANOTHER FAST FOOD OUTLET

GROWING with the industry is the industrial restaurant. It has become an important part of the commercial feeding market. In this outlet food sales are placed at 463 million dollars annually according to a National Restaurant Association estimate.

The majority of the 10,000 increased circulation will be in the industrial restaurant market and will also include the industrial caterer.

The balance will be in other larger fast food operations with particular reference to increased drive-in coverage.

50,000 GUARANTEED

WITH THE
JANUARY • 1954
ISSUE

★ **Advertisers Will
Receive This
Additional Circulation
As a Bonus Thru
The March 1954 Issue
On Contracts Received
By the End of This Year.**

For 1954, space rates go up only 12½% in the face of a 25% uppage in circulation.

10% LOWER ADVERTISING COST
Even with the rate increase the cost per thousand of circulation has been reduced.

RESERVE SPACE NOW

Reserve for every month of 1954 so you will have consistent sales promotion in this fast-growing, lucrative, specialized market. By so doing you will also receive 30,000 bonus circulation at the old rates in the January, February and March issues of 1954.



**386 FOURTH AVE.
NEW YORK 16, N. Y.**



...an expanding magazine to
serve and sell an expanding market.



Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y.

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available until present limited stocks are exhausted. (Price is indicated.)

CANADIAN EDITION — *Survey of Buying Power*, May 10, 1953. (Price \$1.00)

The INDUSTRIAL *Survey of Buying Power*—May 10, 1953. (Price \$1.00)

How to Find and Sell "The Man" When You Call on Blue-Chip Giants, by Eugene B. Mapel. (Price 10c)

Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

10 Big Benefits You Enjoy When You Put Your Policies in Writing. (Price 10c)

The Three Biggest "Problem Areas" in Sales Management, by J. O. Vance. (Price 10c)

Centaur Finds a Short Cut for Handling Salesmen's Expenses, by R. E. Gray. (Price 10c)

Key Questions to Ask Salesmen When You Revamp Territories, by B. M. Austin. (Price 10c)

SHOP TALK—When the Call-Report Says "No Sale," by A. R. Hahn. (Price 5c)

P-o-P Cooperative Program Pays Off for Soft Drinks. (Price 10c)

A Second Look at Last Summer's Boom in Air Conditioner Sales, by P. Bernard Nortman. (Price 10c)

Sales Wins a Bigger Voice on Biggest-Company Boards, by Lawrence M. Hughes. (Price 25c)

New in the Distribution Scheme: the Ethical Drug Jobber, by Elsa Gidlow. (Price 25c)

Snap-On Trains Salesmen to Talk Benefits. (Price 35c)

Hamm's Gains Ground in the Battle of the Beers. (Price 10c)

Farm Market Sales Tactics That Leave Quotas Far Behind, by A. R. Hahn. (Price 25c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6. . . . More than 12, 50c each.

SALES MANAGEMENT



Why Mike and Debbie's mother went away

Neither Mike nor Debbie Jepsen had ever heard the word "cancer" until a few months ago, when their mother went to the hospital and made them promise to be extra good while she was gone.

The Jepsen kids still don't know what cancer is, but they don't think it's very nice, because it made their mother leave them for two whole weeks, and it made their father very cross while she was away.

Mrs. Jepsen took the time to write this letter to us. It will probably explain a lot of things Mike and Debbie don't know.

"My family, myself and my doctor, all felt that I should write you and express my thanks for your article on self-examination for cancer at home, in the May COMPANION.

"I read the article, acted on its instructions, found a lump in my right breast, and within a week had a biopsy performed. The lump proved to be cancerous.

"You cannot know, unless it has happened in your own family, what a shock that was to all of us. I had excellent health, not the least suspicion of anything wrong. The necessary surgery was performed at once, and I am now home, doing my own work, and waiting for further treatment by X-ray.

"Thank you again so very much."

Someday, when Mike and Debbie grow a little older, they'll understand how close they came . . . and how very, very lucky they've been.

The COMPANION sets out to do important

things in the lives of its readers. Entertainment is important; so is home news. But above all, *genuine service* to the parents of almost four-and-a-half million children . . . like Mike and Debbie Jepsen for instance . . . is what gives the COMPANION its reason for being.

Woman's Home **COMPANION**

Millions of women read, rely on, and live with every issue of the COMPANION to learn more about the care of their homes, their health, their husbands, their personal appearance . . . and, most important, their 4,366,720 children.

The Crowell-Collier Publishing Company • 640 Fifth Avenue, New York 19, N. Y. — Publishers of Woman's Home Companion, Collier's, The American Magazine

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces and Other Literature Useful to Sales Executives

Liquors, Beer and Wines in the Negro Market:

Findings of a survey conducted by Johnson Publishing Co., Inc., publisher of *Ebony* and *Jet* magazines, to determine preference by brand and type and to check consumer demand trend. The survey was conducted among 350 outlets in 14 cities: New York, Chicago, Philadelphia, Washington, D.C., Cleveland, Detroit, Atlanta, New Orleans, Memphis, Baltimore, Houston, Newark, Miami, Los Angeles. Outlets checked reflect the purchasing patterns of high, medium and low income groups of Negro communities in major urban markets. Proprietors, managers, clerks and bartenders were interviewed. The findings for the individual cities have been tabulated to show a percentage preference. Percentages reflect the average national pattern. Original questionnaires are available to advertisers for further study. Write to John Johnson, Johnson Publishing Co., Inc., 1820 S. Michigan Ave., Chicago, Ill.

How Canadians Shop: Results of a survey of shopping habits in self-serve food stores across Canada, which was conducted by Gruneau Research Limited for *Maclean's*

Magazine to help merchandisers of grocery and allied lines to plan the movement of their products to the consumer. The facts revealed throw new light on such questions as: Who does the shopping—men or women? When do people shop? When are stores busiest? Are purchases planned or made on impulse? Are brand decisions made before entering the store? Who suggests the purchase of specific items? What influences brand selection? The survey was conducted in two parts: Part I, a store count of 102,347 shoppers; Part II, 1,019 personal interviews. Some of the highlights: Of the 102,347 shoppers, 64.1% were women and 35.9% were men. Friday and Saturday accounted for 54.1% of the total shoppers. Of the total of 4,898 items purchased, 61.5% were previously planned, 28.4% were made on impulse; general plan to purchase but item not specified, 9.5%; substitute purchases, .6%. Of all items planned, a brand decision was made on 46%. Of all items planned by women, a brand had been decided on in 46.7% of the cases, for men in 45.1%. Men said that 46.1% of the items they planned to buy were suggested by themselves, 47% by their wives and 6.9% by other members of the family. For the full report, write to Hall Linton,

Advertising Manager, *Maclean's Magazine*, 481 University Ave., Toronto 2, Ontario.

Anderson, Ind., Route Book:

Prepared by Anderson Newspapers, Inc., publisher of *The Anderson Herald*, *Anderson Daily Bulletin* and *Anderson Sunday Herald*. It presents five route maps and listings for grocery stores and super markets, drug stores and taverns in Anderson's five district locations—shopping area, south, southeast, southwest, North Anderson and Park Place—together with a map guide for the district locations. Chain store headquarters and wholesale firms are also listed. There are market data on Madison County, recognized by two major soap companies as America's second most competitive market. Anderson, the county seat and major city, has become the center of this competition as merchants of all categories battle for their share of the \$100 million which are paid out in wages every year. Farms in Madison County are valued at \$17,000 each on the average, and account for a farm income of \$7,434 per family. Population of Madison County is 109,700; retail sales are well over \$110 million. Write to Robert E. Jackson, Anderson Newspapers, Inc., 1133 Jackson St., Anderson, Ind.

Guide to Selected Sound Motion Pictures:

Compiled by Ampro Corp., it presents listings of 325 currently available 16 mm. films of interest to groups and organizations of every type. There are films on life in America—our national heritage and history; industry at work, portraying basic industries and processes; farming, soil conservation and progressive agriculture; homemaking, cookery, good grooming, home decoration and gardening; lessons in health; safety in traffic, home and industry; the sports world; adventures in faraway lands; tolerance in living together. In the list of films on industry at work, for example, is *Selling America Today*, which demonstrates Ben Franklin's principles on how to be friendly, how to capitalize on consumer needs and how to give counsel on the product. Included is a list of the sources of the films. Many of them are available at cost of transportation only. Others may be obtained at economical rental costs. Write to Robert Saichek, Advertising Manager, Ampro Corp., 2835 N. Western Ave., Chicago 18, Ill.

A Big 1 in Akron Ohio

One big newspaper (evening and Sunday) at one low cost! That's the AKRON BEACON JOURNAL with 99½% coverage of Akron's metropolitan area.



Roy Weatherby, PRESIDENT

WEATHERBY'S, INC.

SOUTH GATE, CALIF.

Tells:

"How Railway Express helps keep our promises"

"The Weatherby is America's most powerful rifle. Every one is precision built for accuracy and must be given careful handling. When we ship Railway Express we know our customer will get what we promised... the rifle will reach him **when he wants it**, in perfect firing condition.

"We count on Railway Express for the swift deliveries and careful handling our product demands."

The next time you ship or receive anything, specify Railway Express. You'll get the kind of shipping your business needs... speed, careful handling, plus all the other trouble-saving services of Railway Express. Service for service, cost for cost, it pays to...

use the complete shipping service...



No size or weight limit • Pickup and delivery, within prescribed vehicle limits, in all cities and principal towns • Liberal valuation allowance • Receipt at both ends • Ship collect, prepaid, paid-in-part, or C.O.D. • Ship by Air Express for extra speed

Why Change the Rules When You Hire Negro Salesmen?

Many companies have a happy and productive relationship because they set the same work standards for all their salesmen. A Negro marketing consultant points out basic mistakes in recruiting which cause needless headaches.

BY DAVID J. SULLIVAN

Marketing & Management Consultant

Two questions constantly raised concerning the need for hiring Negro sales personnel are: "To sell effectively to retailers in Negro areas, is it necessary to employ Negro salesmen?" and "Do retailers in Negro neighborhoods prefer a Negro, or a white salesman, to call on them?"

These questions are asked by companies that do not employ Negroes and by companies that have some Negro sales personnel.

The answer in both cases is "Yes."

The retailer who deals with a predominantly colored clientele is sensitive to his customers' desires, social outlook and community needs. Therefore, he is conscious of the subtle pressures that are exerted against him.

The retailer, too, is aware of the move in the Negro community to expand Negro employment at all levels of business and industry which serve the community. Hence, he is frequently faced with the task of influencing manufacturers to hire colored sales and promotion personnel. To do so insures a more satisfactory relationship for the retailer within the community where he does business.

The Negro press has recently played up the importance of the Negro consumer's expenditures for goods and services—which give him a new sense of his importance in the economic life of the country. This has, on the whole, been done so intelligently by the Negro press that its influence is felt in many management offices where daily decisions are made regarding personnel matters and hiring policy.

Some credit must be given to local and state F.E.P.C. laws which have tended to speed the process of hiring and the integration of Negro personnel. Management has largely come

to accept F.E.P.C. laws and their constant expansion in cities and states throughout the country.

Why then is the Negro salesman regarded as a problem?

For example, a considerable amount of field work done by Negro sales and sales promotion personnel entails much travel. Field representatives are constantly moving to conventions, conclaves, sales meetings — largely among Negro groups.

The idea of a "grave train" for entertainment and expense is one outgrowth of management's laxity in hiring, and the result of a large number of management people who are over-anxious to get sales in the Negro market.

Where does the fault lie? With management, obviously. In the selection and training of each salesman management is the final arbiter, and has to assume its share of responsibility for any failures which may occur.

Here are 9 points to consider:

1. How to Choose Negro Personnel:

If your company has no previous experience upon which to base its selection of Negroes, apply the same yardstick to them as you apply to others.

Next, where can you look for suitable sales candidates? Urban League Offices usually can suggest qualified men. Local Negro newspapers, the Y.W. and Y.M.C.A.'s render outstanding service.

One precautionary word should be given in connection with the search by too many in management for "prestige" or "name" Negroes, especially athletes for the various types of sales promotion positions to be sought

and filled. Not all Negroes are "athlete-conscious," and they have no desire to be so regarded, or to be identified with such fame.

Virtually every college and university has in its marketing department or school of commerce Negro students who major in marketing.

One source of trouble has been management's practice of taking the one-time company porter, messenger, or president's chauffeur, arming him with a briefcase and sales manual, and sending him off to "sell" on the premise that, because he is a Negro, he can sell successfully to all other Negroes, including those who serve Negro consumers. It has been largely because of this erroneous thinking that many failures have resulted.

2. Training and Supervision of Negro Sales Personnel:

At the outset management should make clear to the new employee what is expected of him. When this is done, few problems will arise which are not found among other staff members. Duties of the new employee should be spelled out in detail: the number of calls to be made daily, weekly, etc.; the expense allowance; when reports are to be made out; turned in; "how" reports are to be filled out—furnishing a sample or "dummy" of the forms to be used in connection with regularly scheduled work.

Today's Negro personnel is, on the whole, better trained, better educated, and often above the average of their white counterparts. The problem seems to be management's method of accepting its new Negro trainees. Management has too often fallen down in selecting and integrating new employees. A new employee is naturally uncertain the first few days on the job. Skillful management offsets this by the techniques employed in introducing new personnel to fellow employees.

The excessive care sometimes taken by management to avoid offense when Negro personnel are brought into the picture creates the problem it was intended to prevent.

Some problems may and often do arise which could have been avoided had management employed a more enlightened approach. The policy by some management groups of building on the "differentness" of groups has

*did
you
know*

that all eight Booth Michigan newspapers are published in markets rated by Sales Management Magazine as "High Spot" Markets?

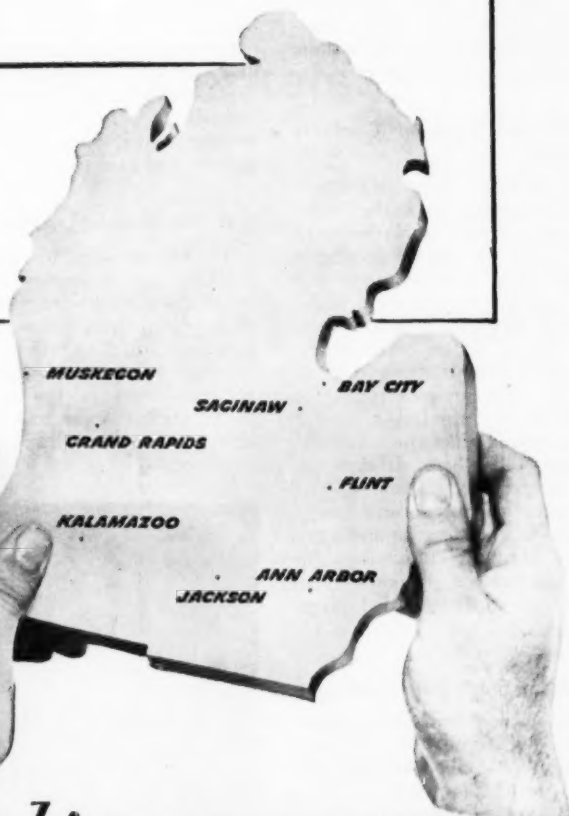
Booth Michigan Newspapers are not only far better than average editorially and mechanically, but they are also located in far-above-average markets economically.

R.O.P. Color
available in the
Grand Rapids Press
and the
Saginaw News.

For latest
market
folder,
call . . .

A. H. Kuch
110 E. 42nd Street
New York 17, New York
Oxford 7-1280

The John E. Lutz Co.
435 N. Michigan Avenue
Chicago 11, Illinois
Superior 7-4680



8 **BOOTH** *Michigan* **NEWSPAPERS**

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

provoked much trouble between labor and management. Merely accepting the individual as another person, with extensions of natural courtesy, generally has proved most resultful in long-term, pleasant employee-employer relationships.

3. Points to Look for During Training Period:

The conspicuousness of the Negro trainee tends, at first, to put most of the social pressure on him, rather than the other way around.

Management shouldn't permit itself to be taken in by the so-called "glad-hander" or "joiner"—that ebullient character who belongs to every church, lodge, fraternity. Many of these types are as much charlatan in their way as the proverbial "con" man is in his. They float from place to place, from job to job, and deal to deal, making no real or lasting contribution. The judgment of many management people is tempered by remembrance of unfortunate experiences with such "floaters"; they become unrealistic in their assessment of the importance of the Negro market, and disregard the fact that there are differences among Negroes.

4. Dealer and Consumer Contacts by Personnel:

One of the major assets in employing Negro personnel lies in the dealer and consumer contact work they may do. Experience has shown in nearly every case that, notwithstanding a company's previous efforts in these two areas of sales and selling, Negro personnel almost always make contributions which surpass those of their predecessors. For example: finding out where the company failed in price policy; getting products or merchandise in and sold where all previous efforts failed; calming ruffled feelings of individual elements concerned with selling and stock, displaying and merchandising of brands; finding the "hidden" factors in customer relations that previously retarded progress on both sides.

5. Nature of Some Differences:

One of the more valued contributions trained Negro personnel can make to effective sales promotion of brand and/or product, is their community work. In the Negro community the Negro representative has influence out of proportion to that of his white counterpart. Since he is a member of an "in-group" a great deal of his activities center in and around the community of which he is a part.

6. Merchandising:

Apart from selling and sales personnel and media usage, merchandising is one of the most important marketing tools to use in the development of Negro markets. Demonstrations, couponing, sampling, point-of-purchase pieces play a key part in increasing product sales and distribution among Negro consumers. To believe that white personnel can do this effectively is to ignore some of the intangibles of selling and merchandising.

7. Publicity and Public Relations:

Any concern that does not have an established policy on these phases of its field activities is almost certain to have experienced embarrassing situations as a result of badly handled publicity in printed Negro media. Some of this may have been caused by a lack of candor on the part of the company's top management group, or by the reluctance of an individual company officer to deal frankly and honestly with a specific situation.

Then, too, some responsibility must accrue to the Negro personnel who went overboard somewhere along the line, without "checking with proper authority." Actually, such Negro personnel should be thoroughly instructed concerning the company's policies and procedures.

8. Management's Attitude:

If, for example, top management explains why a step is being taken to all those concerned with it, or to all who may have to deal with Negro personnel, then everything falls into relative balance. Intelligent, alert communication is too often taken for granted, and can be a costly oversight.



The author: David J. Sullivan

To illustrate: At the dealer level, a considerable number of companies may find that their sales personnel for a variety of reasons (including bias, and perhaps, the company's method of "grading" dealer accounts) have large blocs of distribution outlets that never see sales or the product, because the dealer was overlooked, or had never been included.

Bulletins, company letters, promotional pieces or booklets, which explain the background reason for either a Negro market campaign or the employment of Negro personnel will rack up a sales increase.

Because "all sales markets are local" local conditions have to be considered. When management includes its Negro personnel in every phase of its operations it will find that training classes, training schools, and other corollary activities progress in balance and harmony.

By no means should management assume that "Negroes prefer being amongst themselves." Individually, people tend to choose their own company, based on mutual liking and interests. Left alone, people rise or fall to their own level.

Proper instructions, careful supervision equally applied in friendly atmosphere will work satisfactorily. This should be the keystone of management's attitude in the employment of all Negro personnel, regardless of the level at which they are to be employed.

9. Dealing with the "New"—the "Untried" and the "Unknown":

If it is remembered that, today, almost 90% of U.S. Negroes are literate, that more than 40,000 of them are in Negro colleges, and that 35% of the nearly 5 million U.S. Negro families own their own homes, and more own automobiles, then their progress as responsible citizens in the community is evident. Therefore there is little reason for restriction in hiring Negroes for any type of position or job opportunity.

Notwithstanding these facts, many management people believe it is unwise to employ Negroes in new positions of trust and responsibility.

No more and no less should be expected of new Negro personnel than usually is expected of any other personnel. In the final analysis, much will depend on the skill, imagination, education and training of the individual, when measured against the career opportunity presented. There will naturally be failures along the way, but one individual's failure does not reflect the total performance of the group.

You can reach nearly



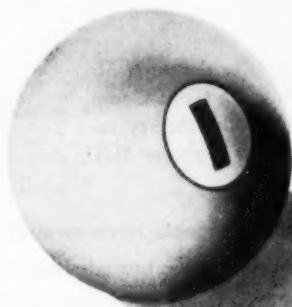
out of every



families

in three top markets

with this



great buy!

FIRST 3 Markets Group offers you a responsive audience of nearly $\frac{1}{2}$ of all families in the 3 City and Suburban areas of New York, Chicago and Philadelphia.

These 3 compact markets account for 18% of total U.S. Retail sales, $\frac{1}{4}$ of Drug sales, $\frac{1}{4}$ of Food sales, $\frac{1}{4}$ of Furniture and Appliance sales, and over $\frac{1}{4}$ of total U.S. Apparel sales.

Increase your sales with this 1 great buy:



The group with the Sunday Punch



New York Sunday News
Colorado Magazine

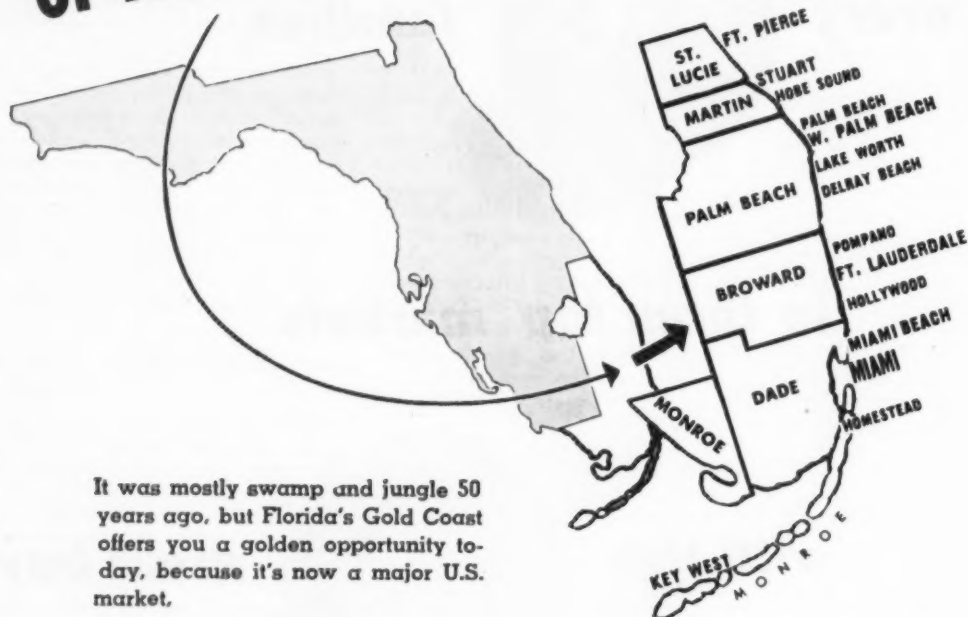
Chicago Sunday Tribune
Magazine

Philadelphia Sunday Inquirer
"Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, VAnDerbilt 6-4894
Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7946
Los Angeles 17, Calif., 1127 Wilshire Boulevard, MIchigan 0259

Speaking of Southern markets...

Don't Pass Up the **GOLDEN** Opportunity to Sell All of Florida's Booming **GOLD** Coast —at one low cost!



It was mostly swamp and jungle 50 years ago, but Florida's Gold Coast offers you a golden opportunity today, because it's now a major U.S. market.

- where over 900,000 residents have swelled yearly sales way over the billion mark!
- where more than 2½ million tourists help business to boom both winter and summer!
- where Greater Miami leads the nation in new construction for the sixth straight year!
- and where one of the nation's leading* newspapers offers the nation's advertisers the opportunity to blanket the entire Gold Coast market at one low cost.



*The Miami Herald led all morning papers (The Chicago Tribune, Los Angeles Times, New York Times, and all others) in total advertising for the first seven months of 1953, with 18,103,750 lines — Media Records.

JOHN S. KNIGHT, Publisher

STORY, BROOKS & FINLEY, National Reps.

Affiliated Stations -- WQAM, WQAM-FM

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The Scratch Pad

BY T. HARRY THOMPSON

Understatement still has the power of persuasion. "If you are not slender," purrs Lane Bryant sweetly, instead of clawing: "If you are on the horsey side."

"Morning Mouth" is in bad taste, obviously.

LONDON POLICEMEN'S LEGS: Bobby pins.

Heard on the 6:03 New York Central to White Plains, according to Henry Obermeyer, as a ravishing brunette crackles down the aisle:

NIT—"Boy, there goes Cleopatra and the Queen of Sheba wrapped in one package."

WIT—"Probably somebody's mummy."

The same correspondent says his firm's president likes to be accessible, but sometimes the boys overdo it. An office wit posted a sign on the door: "This way to the barge canal." Meaning, of course, that the help may barge-in at any time.

In case you care, and you're extremely foolish if you do, the dictionary says *hangnail* is a corruption of *agnail*.

"Those who say we lost the war in Korea are following the Communist line," a speaker told the Am-vets. What line are they following if they say it was a draw?

Capsule Caricature: He has a cynic-aided column.

COUNTERFEITER'S CREED: "This, too, will pass."

There's a wheeze somewhere about the actor who was thrown out of the

show, although his arm was still in the cast.

Onomatopoeic name for a brand of Venetian blinds: "Ubangi."

After seeing the headline (a good one, by the way), "It's great to be back with Packard!" I half expected GM to counter with: "It's great to be ahead with Cadillac!" And, to forestall any misunderstanding with a grand old name, the play is on "back" and "ahead."

NODDING ACQUAINTANCE: One with whom you have nodding in common.—*The Country Drummer*.

TACT: The art of making a point without making an enemy.—*Herbert Dickson*.

Epitaph for a short-story writer: THE END.

"Advertising really pays if it is done properly. To prove a point, consider Pike's Peak. There are 26 other mountains in Colorado which are higher than Pike's Peak, but no chamber of commerce has bothered to give them any publicity. Can you name any of the 26 mountains which are higher than the well-known Pike's Peak? We can't either. Moral: Advertise . . . consistently . . . intelligently."—*The Morrison Press*.

NIT—"Some of those stories the boss tells have whiskers down to here."

WIT—"Yeah; he's in his anecdoteage."

Neatest Trick of the Week: Being a good fellow without being a good thing.

I agree with *Time* that you can become famous by selling the *difficult* market (such as refrigerators in

Alaska), but that selling the *likely* market (such as refrigerators in the tropics) pays best.

Ben Franklin, who had a way with words, said that fish . . . and guests . . . begin to smell in three days.

We minor scribblers envy Jules Archer, who says "I Sell What I Write," and proceeds to prove it in his book of the same name.

Though it's honest toil, it must be hurtful to former movie stars to give television commercials just like any of us hucksters.

You can have an open mind without having holes in your head.

In my geography-book, there are *seven* Great Lakes . . . Huron, Ontario, Michigan, Erie, Superior, Veronica, and Harriet, better known as Ann Sothern.

He'll never be popular, but sometimes we can see the viewpoint of the Bad-Humor Man.

Robb White, author of *Our Virgin Island*, has a system that may work for novelists and short-story writers, but it would never do for advertising writers or newspaper reporters. Instead of turning-in copy he has just taken hot and crisp from his type-write, he puts it into what he calls Cold Storage, then reads it objectively *a month later* when the fires of creation may not scorch his judgment.

Love's Labour's Lost Dep't: The sign on the supermarket pushcart, reading: "This cart not to be taken from store."

Time says a reporter asked Rudy Vallee (52) how old he felt. Rudy's reply: "Like an old race-horse regarding the ice-wagon."

Clever, personable "Mollie Goldberg" shatters me when she lifts the telephone and asks: "To whom am I?"

What happened to that business recession?

SALES MANAGEMENT

*Give the
Finest Whiskey
that money
can buy*

Here is the most prized whiskey gift
of all...known for its magnificent quality
since 1872. In deluxe Gift Decanter,
packaged in rich velvety Gift Box
(at no extra cost)...all ready to give
as the gift of the season
that will be remembered all year.



DELUXE DECANTER IN RICH VELVETY GIFT BOX AT NO EXTRA COST



I.W. HARPER
The Gold Medal Whiskey

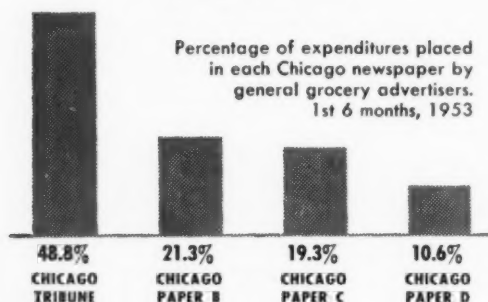


THE *Prized* BOTTLED IN BOND
KENTUCKY STRAIGHT *Bourbon*

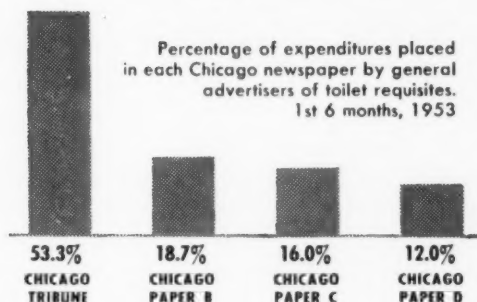
KENTUCKY STRAIGHT BOURBON WHISKEY • 100 PROOF • I. W. HARPER DISTILLING CO., LOUISVILLE, KENTUCKY

The people who buy the most in Chicago read the Tribune!

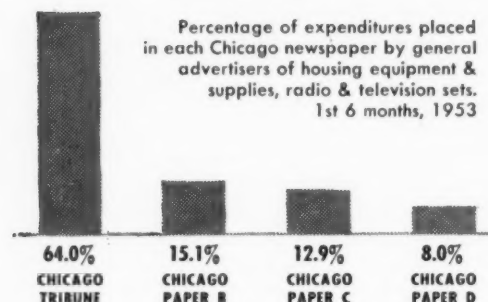
The most grocery store products!



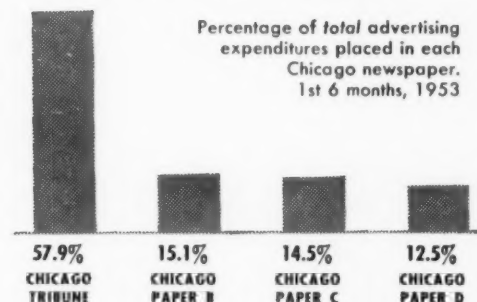
The most drug store products!



The most appliance store products!



The most of practically everything!



Advertisers concentrate promotion funds in the Tribune because Tribune readers are their biggest, most responsive market—the people who buy the lion's share of practically everything sold in this multi-billion dollar market.

Hundreds of thousands more families read the Tribune than read any other Chicago newspaper. And they depend on the Tribune, more than any

other medium, for buying ideas when they are ready to buy.

A Tribune representative will be glad to discuss with you a plan that will help you increase your sales and build a strong consumer franchise for your brand among the families who read and buy from the Chicago Tribune. Why not get in touch with him today?

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220 E. 42nd St.

Detroit
W. E. Bates
Penobscot Bldg.

San Francisco
Fitzpatrick & Chamberlin
155 Montgomery St.

Los Angeles
Fitzpatrick & Chamberlin
1127 Wilshire Blvd.